

Workforce Strategic Plan: 2013-2017

Workforce Investment San Francisco



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1. Vision

San Francisco is the innovation capital of the world. The way the world buys and listens to music, how we use our cellphones, what we wear, even the kind of food we eat – all have been changed by ideas that got their start in San Francisco.

Mayor Edwin M. Lee, the Chief Local Elected Official, and Workforce Investment San Francisco (WISF), the city's Workforce Investment Board, envision a workforce system that leverages San Francisco's innovation economy on behalf of the city's residents and workforce. The City & County of San Francisco will implement this vision by building upon its successful sector strategy, a strategy that aligns the city's workforce programs around the needs of local and regional industry growth sectors, and through its "access points" strategy that creates training and employment pathways for disadvantaged San Franciscans.

1.1 The San Francisco Context

San Francisco's economy has rebounded strongly from the nationwide recession. As of April 2013, the city's unemployment rate (5.4 percent) was the third lowest among California's 58 counties. Major sectors of San Francisco's economy – tech, hospitality, health care, and construction – are leading the way:

- An influx of technology firms has pushed the number of tech jobs in San Francisco to approximately 40,000, its highest mark ever. The strength of this sector is particularly significant because of its "multiplier effect" in the local economy, with research suggesting that as many as five local jobs are created for each tech job. In all, over 1,700 technology firms, including anchor companies such as Twitter, Yelp, Zynga, and Salesforce.com, call San Francisco home.
- The city's hospitality industry is stronger than ever: within the past year, the city's hotel industry saw its highest ever occupancy and room rates, while San Francisco International Airport welcomed over 43 million total passengers in 2012, making it the seventh busiest airport in North America.
- The health care sector is projected to grow by 13% by 2020, solidifying its role as a vital San Francisco industry. This role will be further enhanced by the completion of major public and private hospital projects, including the recently completed rebuild of Laguna Honda Hospital, the current rebuild of San Francisco General Hospital, and California Pacific Medical Center's proposed construction of two San Francisco hospitals.
- Construction cranes dot the San Francisco skyline, reflecting a construction boom unseen in decades. According to the San Francisco Planning Department, the total cost of construction associated with building permits in 2011 was \$3.4 billion, exceeding the average of the previous nine years by a billion dollars. And the construction boom is projected to continue. For example, over 4,200 units of residential housing began construction in 2012, twenty times the number of housing units built in 2011.

Mayor Lee is committed to ensuring that San Francisco's economic boom includes all residents seeking work, including residents with multiple barriers to entering/re-entering the workforce. In line with the

City's sector strategy, the Mayor's 17-point jobs plan calls for a comprehensive approach to sustained economic and job growth, including forging a partnership with local technology companies to create more apprenticeship programs for students exiting the city's high schools and colleges (tech sector), expanding the Moscone Convention Center (hospitality sector), and aggressive implementing of San Francisco's landmark Local Hire Ordinance (construction sector).

1.2. Laying the Foundation: The 2009 WISF Workforce Strategic Plan

In 2009 the WISF adopted its initial Workforce Strategic Plan, setting San Francisco on a clear path to meeting the workforce needs of its residents. The Plan established a vision and mission for the city's workforce system:

1.2.1. Vision

San Francisco will have a talented workforce that attracts, retains, and expands competitive industries and enhances the standard of living for all of the City's residents.

1.2.2. Mission

The mission of the Workforce Development Division of the Office of Economic and Workforce Development is to build public-private partnerships that create and guide a continuum of workforce services that improve the economic vitality for people and businesses.

Further, the Plan established five goals to implement this vision and mission:

- 1. Goal One:** Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents.
- 2. Goal Two:** Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment.
- 3. Goal Three:** Increase access to workforce services for populations underserved by the workforce system.
- 4. Goal Four:** Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.
- 5. Goal Five:** Streamline and align policy and administration across multiple funding sources.

Since 2009, the San Francisco Office of Economic & Workforce Development (OEWD), staff and partner to the WISF, has aggressively implemented strategies to achieve these vital workforce goals. Of particular note:

- The integration of current Labor Market Information (LMI) data and real-time information on hiring trends from local and regional employers to inform workforce development strategies;
- The creation of sector academies that integrate skill development, support services, and job development that prepare and place low-to-high skilled individuals for a range of jobs within a targeted industry (technology, hospitality, health care, construction). San Francisco's sector academies are rooted in evidence based practice and a national movement to sector-specific training;

- The launching of “on ramp” and “sector bridge” programs for youth – programs that assist low-skilled youth to meet the skills and education requirements for entry into post-secondary education and/or existing vocational training programs who would otherwise not meet the prerequisites;
- The expansion of One Stop services into high need neighborhoods through a network of “Neighborhood Access Points,” each tailored to the specific needs of the community in which it operates; and,
- The enhancement of employer engagement programs that utilize business feedback to effectively screen candidates, appropriately match qualified candidates with available employment opportunities, and provide efficient referrals to employer partners.

1.3. Sustained Success: The 2013-2017 WISF Workforce Strategic Plan

Mayor Lee and the WISF reaffirm the vision, mission, and goals established in the 2009 WISF Workforce Strategic Plan. Yet with an eye to new challenges and opportunities, this iteration of San Francisco’s strategic plan has been expanded to include the following goals:

- 6. Goal Six:** Strengthen policy and programmatic coordination between the workforce system and the city’s educational institutions, specifically the San Francisco Unified School District and City College of San Francisco.
- 7. Goal Seven:** Work collaboratively across City departments to implement effective workforce strategies – such as subsidized employment and “earn while you learn” programming – tailored to the needs of targeted populations, including public housing residents, persons who are homeless, ex-offenders, transitional age youth (TAY), and English language learners.
- 8. Goal Eight:** Equipped with the most current labor market analysis, meet the workforce needs of growth sectors within the local and regional economy.
- 9. Goal Nine:** Support local government and private sector succession planning efforts through targeted skill building programs aligned with job vacancy projections.

The 2013-2017 WISF Workforce Strategic Plan is firmly aligned with the goals and strategies of California’s Strategic Workforce Development Plan – including, at its core, a proven and effective sector strategy.

1.3.1. A Robust Sector Strategy

San Francisco’s proven sector strategy for workforce development is rooted in detailed economic analysis and forecasting performed by both the San Francisco Office of Economic Analysis (OEA) and the California Employment Development Department (EDD).

The latest data published by OEA (December 2012) found that both the “creative” (e.g. IT services, internet media, software) and “experience” (e.g. restaurants, nightlife, accommodations) industries led the city’s economy out of recession. According to OEA data, creative industries grew at over 4% per year over the past business cycle (2004-2010), and San Francisco’s concentration is 70% more than the national average. Experience industries grew at 1.5% per year during that period and are 40% more concentrated than the U.S. average.

Private sector health care jobs grew more slowly than the creative and experience sectors, but still grew at 1% from 2004 to 2010 – and public and private health care represents a significant employment sector. Meanwhile, San Francisco’s construction sector, which saw a decline in employment over this time period due to the national collapse of the housing market, has rebounded since the end of the recession. According to the EDD, the number of construction industry jobs in San Francisco has increased by over 9% from March 2012 to March 2013.

Accordingly, San Francisco has established “sector academies” that provide postsecondary training in the following fields: technology, health care, hospitality, and construction. These sector academies braid vocational training in a growing field with supportive services and, ultimately, employment services and post-placement support.

San Francisco’s sector academy approach also provides the opportunity for participants to sequence credentials within a field. For example, the health care academy offers training from personal care giver and certified home health aide to certified nursing assistant.

San Francisco will continue to match the most current Labor Market Information (LMI) data with real-time information on hiring trends from local and regional employers to inform its sector academy approach to workforce development, adjusting its training as needed based on employment projections and employer feedback. The WISF will not only evaluate the effectiveness of current efforts but will also determine if additional sector academies would be beneficial to its efforts.

1.3.2. Access Points

The WISF recognizes that it must pair its program of vocational training, primarily achieved through its sector academies, with genuine career pathways for disadvantaged and at-risk populations. There must be a focus on foundational skills as well as advanced training – and a clear connection between the two. To that end, the WISF recently reoriented its funding of San Francisco’s workforce system to create a series of “access points” through which services and outreach are aligned to meet neighborhood-specific and population-specific needs.

In addition to funding its four sector academies and youth sector bridge programs, in its upcoming funding cycle the WISF will fund access points for youth and for eleven high-need neighborhoods. The WISF will also continue to fund a comprehensive citywide access point and a “reentry navigator” to work specifically with ex-offenders. Each of these programs is designed to provide easy access for San Francisco residents into the workforce system, helping clients obtain training and/or employment in growing sectors of the local and regional economy.

It is worth noting that for the first time WISF will fund an Assessment and Education Coordinator to coordinate the delivery of academic assessment and skill-building services across the network of access points. This position is evidence of San Francisco’s commitment to ensure consistent academic assessments and services across the workforce system.

San Francisco's access points strategy was developed through an extensive and inclusive stakeholder process, one that included meetings with industry employers, community-based organizations, citizen advisory bodies (the Youth Council and Workforce Investment Community Advisory Council), and the WISF, which served to formally approve the strategy and funding allocation. These advisory bodies are described in greater detail below.

1.3.3. Engaged Workforce Institutions

San Francisco's workforce strategies, specifically the sector academies and access points, are guided by the diverse, engaged WISF and its sector sub-committees (technology, hospitality, health care, construction). The WISF invests approximately \$13 million per year to support the San Francisco workforce system, leveraging local funds to supplement WIA and CDBG workforce dollars.

The majority of WISF members are employers, representing a broad cross-section of economic sectors including those for which San Francisco has established sector academies as well as leading financial institutions, energy firms, and media companies. Also represented on the WISF are labor unions, community-based organizations, economic development specialists, two members of the San Francisco Board of Supervisors, and representatives of both the San Francisco Unified School District and City College of San Francisco.

Two additional important bodies through which workforce policy is formed and tested are San Francisco's Youth Council and Workforce Investment Community Advisory Committee (WiCAC), an advisory group comprised of representatives from diverse community-based organizations. These committees – comprised of leading nonprofit service providers and relevant governmental agencies, such as San Francisco Unified School District, City College of San Francisco, and the Department of Children, Youth, and Their Families – offer additional opportunity for input from valued community-based and public sector stakeholders.

In all, Mayor Lee has formed strong, diverse workforce institutions, with a primary focus on including stakeholders affiliated with growing sectors of the San Francisco and Bay Area economies. Through these institutions (WISF, Youth Council, WiCAC, sector subcommittees), stakeholders representing priority industry sectors, labor organizations, education partners, relevant City departments, and community-based organizations representing target populations of job-seekers were invited to provide input in the development of this strategic plan.

1.3.4. Regional Collaboration

San Francisco City & County, located at the heart of the Bay Area, has identified the following industry sectors as the focus of regional planning efforts:

- Construction
- Health Care
- Hospitality
- Information and Communications Technology (ICT)

San Francisco has identified these four industry clusters based on multiple sources of labor market information, including government data, sector analyses, regional economic reports, academic studies,

employer associations, collaborations with education, labor and employer organizations, and input from sector-based industry advisory groups.

Mayor Lee and the WISF will continue to actively support the development of regional workforce and economic development networks. To that end, San Francisco will partner with the following workforce investment boards (WIBs) to ensure that a regional workforce is trained and prepared for employment within priority sectors and in replacement jobs: San Mateo County, Santa Cruz County, NOVA (representing a consortium composed of seven northern Santa Clara County cities), and work2future (San Jose and southern Santa Clara County).

Under the terms of this partnership, the WIBs will unite to select priority sectors within the region, with each WIB taking on a leadership role to collect and disseminate labor market information for a specific sector. Collectively, the WIBs will share industry and occupational forecasts, skill gaps, employer demand, training opportunities and training gaps using a variety of sources, methodologies, and tools appropriate for the sector.

2. Economic and Workforce Analysis

The San Francisco Office of Economic and Workforce Development invested in considerable research to develop a strategy grounded in local and regional demographic and economic data. We looked to a variety of sources to identify county and regional issues for both economic and workforce development, including those noted below. Through an ongoing analysis of economic and industry trends as well as program performance and outcomes, we will ensure that our strategies, sectors and occupations are the most appropriate for the populations and industries we serve.

- Government and Non-Government Data Sources (see appendix for complete list)
- Input from industry advisory committees
- Individual interviews with employers, hiring managers, and industry associations
- Individual interviews with education and training providers
- Individual interviews with leaders from local community based organizations
- Input from regional workforce investment board collaboration
- San Francisco City and County Economic Analyses
- Regional Studies (see appendix for complete list)

2.1. How the Economic and Workforce Analysis is Organized

The economic and workforce analysis gives a broad overview of the county and region and then delves deeper into the needs of the local population. In the overview, we provide an analysis of the San Francisco and regional economies, looking at growth for the county and the region. Following the overview, we provide a detailed analysis of our four priority sectors:

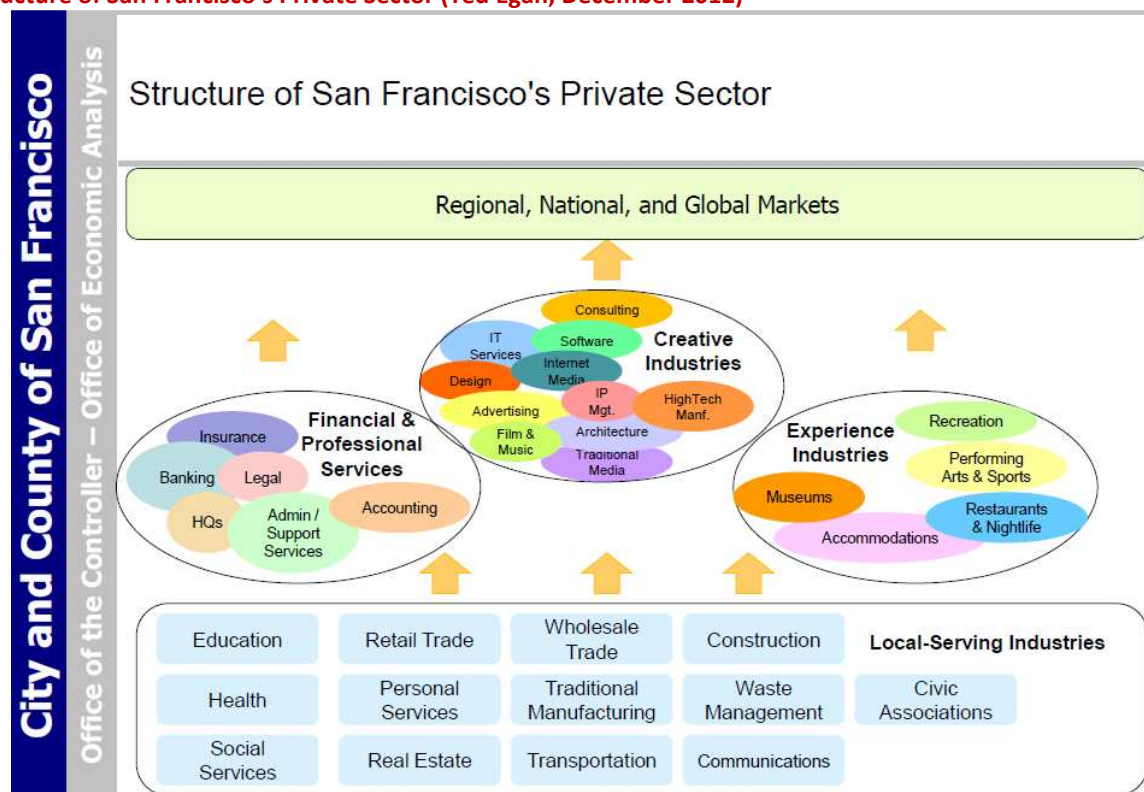
- Sector composition and growth, locally and regionally
- Overview of occupations within the sector, anticipated growth locally and regionally
- Wages and opportunities for economic security and self-sufficiency
- Required workforce skills, needs and challenges
- Education and training landscape
- Strategies for meeting employer needs and closing skills gaps

2.2. San Francisco Economy: Overview

San Francisco's private sector economy is made up of three clusters: creative industries, financial and professional services, and experience industries (see Figure 1). According to Chief Economist, Ted Egan:

- **Creative industries** (69,000 jobs), grew at over 4% per year over the past business cycle (2004-2010), and San Francisco's concentration is 70% more than the national average. Information Technology services is both the largest industry and its most successful major component. Over the last business cycle, covering the Great Recession, the industry grew over 10% per year. Consulting and private-sector education are also major sources of employment in this cluster.
- **Financial and professional** service industries (107,000 jobs) remain concentrated but lost jobs during the last business cycle. Financial services was hard-hit across the country during the past recession, but the decline in San Francisco is a function of a longer-term trend of differentiation among industry sub-clusters. The cluster is split between the relatively healthy growth of corporate headquarter establishments and traditional professional and business services such as law and accounting, and the decline of banking and insurance.
- **Experience industries** (78,000 jobs) grew at 1.5% per year during that period and are 40% more concentrated than the U.S. average. Restaurants and bars make up the bulk of the city's experience industry cluster, and that industry's growth was a healthy 2.3% annually between 2004 and 2010. The growth in the city's museums and recreation businesses offset declines in performing arts and accommodations.

Figure 1: Structure of San Francisco's Private Sector (Ted Egan, December 2012)



2.3. Regional Economy: Overview

The economy in the Silicon Valley region has five characteristics that are different in varying degrees from other regional economies, each of which is addressed in this plan:

- The Silicon Valley region, including San Francisco, has the highest concentration of technology related jobs of any area in California or the nation.
- The area economy is recovering from the recession faster than most areas and has both higher current job growth and lower unemployment rates as a result (see Table 1).
- The local service area and region as a whole has a substantial and ongoing number of dislocated workers, as high rates of job creation and destruction are a characteristic of economies with large shares of technology jobs and startups.
- At the same time, firms in the service area have large numbers of job openings that they are trying to fill with workers who have the appropriate skills.
- As a result of the nature of our local economy and patterns of long-distance, cross-county commuting among Silicon Valley workforce investment areas, strengthening regional partnerships to develop strategies that are complementary and not duplicative is an especially important part of the San Francisco strategic plan.

Table 1: Local, Regional, and State Unemployment Rate and Labor Force

Demographics	San Francisco City & County	Region*	California
Labor Force	480,900	1,803,300	18,557,700
No. of Employed	452,100	1,686,100	16,817,200
No. of Unemployed	28,900	117,400	1,740,500
Unemployment Rate	6.0%	6.30%	9.40%

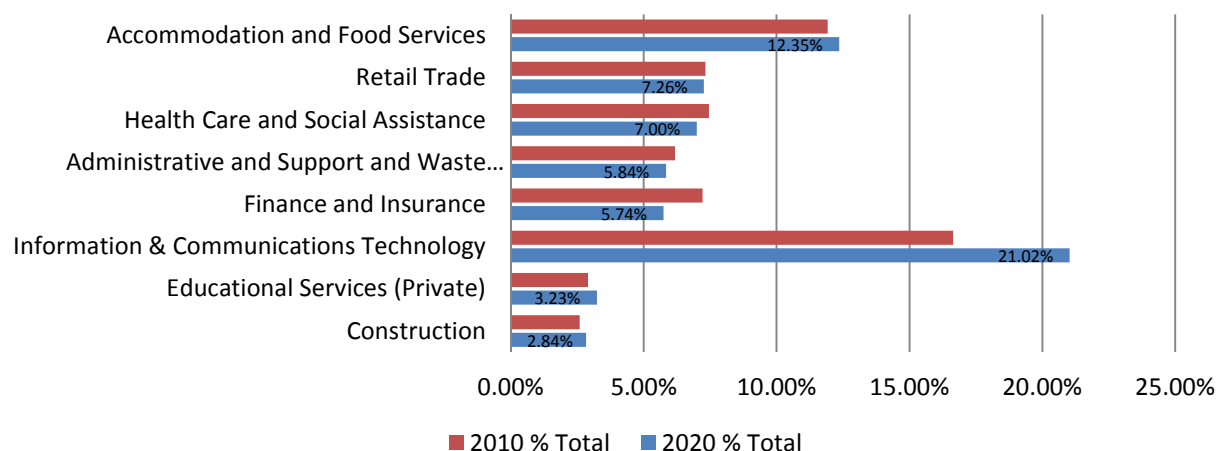
* Region refers to San Francisco, San Mateo and Santa Clara Counties.

Source: EDD, Labor Market Information Division, Unemployment Rate and Labor Force

2.4. Local Growth

For this analysis, we looked at the Top 10 private-sector industries with the highest levels of employment in 2010 and projected 2020 employment as shown in Figure 2.

Figure 2: Private Sector Employment in San Francisco (2010 & 2020)



Source: QCEW Employees - EMSI 2013.2 Class of Worker

- **Construction** jobs will see a 32% increase in employment opportunities in San Francisco, reflecting the overall economy's growth as cranes are seen throughout the city. Construction will create over 4,000 jobs and continue to be an entrée into the workforce and into well-paying careers for low skilled San Franciscans.
- **Health care** jobs continue to grow at a healthy rate in the city and this sector is projected to grow by 13% by 2020. The percentage it contributes to overall employment does not increase, however, due to the large number of jobs created in ICT.
- **Hospitality** (seen here as accommodation and food services) is the next largest industry employer which will account for 12% of the jobs in the local area. This is a 25% increase over 2010 employment.
- The **Information and Communications Technology Sector** is expected to make the most dramatic increases in employment compared to all other sectors. According to EDD data, ICT is projected to increase by 52% in the ten years ending in 2020. If these projections come to pass, the ICT industry will account for 21% of all jobs in the city.
- The **Retail** sector is projected to provide 7% of the jobs. OEWD addresses this sector through customer service training through the hospitality initiative.
- **Administrative and Finance/Insurance** are both areas that are experiencing decreases in employment in the local area. Finance is projected to lose almost 2,000 jobs. The increase in administrative/waste support industry is primarily through waste management jobs, but is not a significant portion of the San Francisco workforce.
- **Private education services** is an industry that is growing in the region. This industry requires high levels of education and/or experience.

Analysis of the local occupation growth shows similar patterns. Table 2 identifies the top 30 jobs projected for San Francisco County in 2018. Of these top 30 occupations, our sector strategy currently provides training and support for 12 (highlighted in red). The occupations that we train for and those analyzed throughout this document were selected based on:

- Their projected high growth;
- Accessibility to our target populations; and
- Our potential to build partnerships and leverage resources to meet the sector's workforce needs.

Table 2: Top 30 Projected Jobs - San Francisco County, 2018

1. Combined Food Preparation & Serving Workers, including Fast Food	11. Cashiers	21. Financial Analysts and Advisors
2. Janitors, Maids & Housekeepers	12. General and Operations Managers	22. Laborers and Material Movers, Hand
3. Secretaries and Administrative Assistants	13. Miscellaneous Business Operations Specialists	23. First-Line Supervisors of Office and Administrative Support Workers
4. Software Developers and Programmers	14. Accountants and Auditors	24. Personal Care Aides
5. Waiters and Waitresses	15. Childcare Workers	25. Management Analysts
6. Retail Salespersons	16. Bookkeeping, Accounting, and Auditing Clerks	26. Market Research Analysts and Marketing Specialists
7. Construction Trades	17. Customer Service Representatives	27. Computer and Information Analysts
8. Registered Nurses	18. Lawyers and Judicial Law Clerks	28. Marketing, Advertising and Sales Managers
9. Office Clerks, General	19. Nursing, Psychiatric, and Home Health Aides	29. Miscellaneous Sales Representatives, Services
10. Postsecondary Teachers	20. Security Guards	

Source: EMSI QCEW Class of Worker - 2013.2

2.5. Regional Growth

The City and County of San Francisco's economy is not isolated, but exists within an ecosystem of the Bay Area. Figure 3, prepared by EDD's Labor Market Information Division for NOVA, illustrate the regional economy. According to this analysis, the Information and Communication Technologies industry cluster has an employment concentration double that of California as a whole and has experienced significant growth. Health Services, and Arts, Entertainment, and Tourism are two other clusters that show significant growth both locally and regionally.

Figure 3: Bay Area Region Industry Clusters of Opportunity

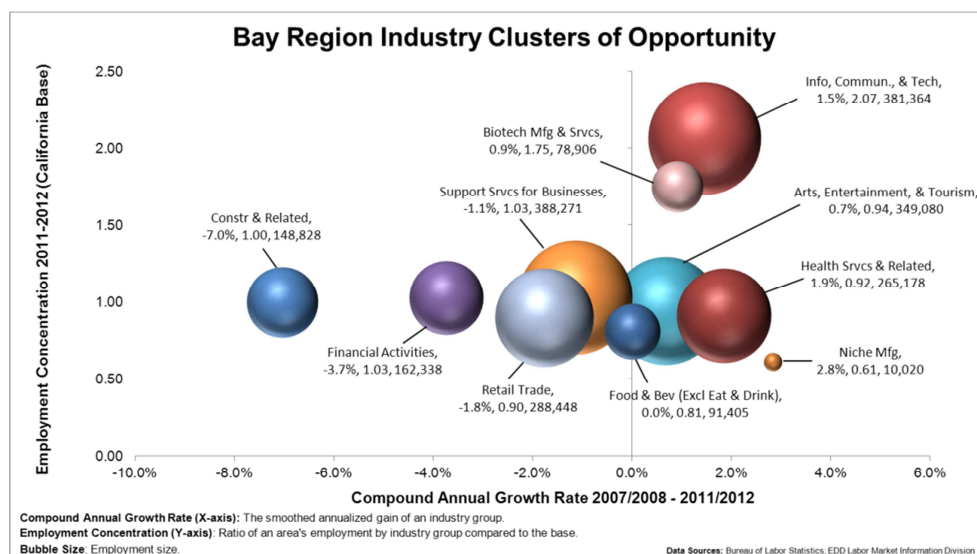


Table 3 ranks the top 10 growth industries both locally and regionally. While Professional, Scientific, and Technical Services; Health Care, Social Assistance & Education; and Accommodation and Food Services are drivers of both the local and regional economy, San Francisco differs from the region in that we have experienced a decline in manufacturing. While manufacturing is a focus for the Silicon Valley region and an important consideration for their workforce, it is not a focus for San Francisco.

Table 3: Top 10 Local and Regional Industries

Description	Local 2010 Jobs	Local 2020 Jobs	Local Rank	Region* 2010 Jobs	Region* 2020 Jobs	Region* Rank
Information & Communications Tech.	90,837	138,090	1	295,098	411,952	1
Health Care, Social Assistance & Education	56,524	67,192	4	194,888	238,990	2
Government	97,066	98,735	2	213,600	210,909	3
Accommodation and Food Services	65,038	81,132	3	155,652	197,060	4
Manufacturing	8,802	8,676	14	185,726	191,520	5
Retail Trade	39,969	47,703	6	149,530	173,700	6
Administrative, Support, Waste Mgmt	33,738	38,346	7	97,904	121,004	7
Other Services	38,881	47,709	5	83,607	103,170	8
Construction	14,127	18,622	9	57,975	79,091	9
Finance and Insurance	39,344	37,727	8	70,450	76,388	10

* Region includes San Francisco, San Mateo and Santa Clara Counties

Source: QCEW Employees - EMSI 2013.2 Class of Worker

Government labor market information gives us one view of the local and regional economies, but looking at job ads provides a time-sensitive snapshot of employer demand. The overall pattern of job growth in the local area and region is evident in the job ads shown in WANTED Analytics (Tables 4 and 5). There has been an overall increase in job listings in the region, but particularly in San Francisco. Computer jobs are the most advertised occupations, with management occupations also in high demand. Food preparation and construction are areas that have seen strong recent growth, reflecting an increase in demand for both of these industries.

Table 4: Job Listings by San Francisco-Oakland-Fremont MSA (01/14/13 to 05/13/13)

San Francisco-Oakland-Fremont	281,076	+7.9%
San Francisco County	138,859	+25.9%
San Francisco, CA	138,859	+25.9%
Alameda County	62,763	-9.8%
Oakland, CA	13,363	-28.5%
Pleasanton, CA	8,301	+4.8%
Fremont, CA	7,214	-10.3%
San Mateo County	36,988	-0.7%
Redwood City, CA	6,960	+13.7%
San Mateo, CA	6,555	-28.9%
South San Francisco, CA	5,898	+17.2%

Source: WANTED Analytics, Hiring Demand

Table 5: Job Listings by Major Occupations San Francisco-Oakland-Fremont MSA (01/13-05/13)

Industry Group	Volume	Percentage Change	Percent Rank
Computer and Mathematical Occupations	50,431	8.70%	12
Management Occupations	35,402	7.50%	14
Office and Administrative Support Occupations	26,725	6.20%	15
Sales and Related Occupations	26,571	3.80%	17
Miscellaneous	25,433	11.60%	10
Business and Financial Operations Occupations	19,476	0.20%	19
Food Preparation and Serving Related Occupations	11,129	20.10%	2
Healthcare Practitioners and Technical Occupations	11,048	-7.40%	20
Arts, Design, Entertainment, Sports, and Media Occupations	10,461	11.40%	11
Architecture and Engineering Occupations	7,334	5.50%	16
Installation, Maintenance, and Repair Occupations	6,760	12.00%	8
Education, Training, and Library Occupations	6,646	13.10%	6
Transportation and Material Moving Occupations	6,602	8.60%	13

Personal Care and Service Occupations	6,023	17.30%	4
Construction and Extraction Occupations	4,738	20.80%	1
Life, Physical, and Social Science Occupations	4,569	11.90%	9
Community and Social Services Occupations	4,498	15.40%	5
Building and Grounds Cleaning and Maintenance Occupations	3,954	12.50%	7
Production Occupations	3,899	18.30%	3
Healthcare Support Occupations	3,834	3.60%	18

Source: WANTED Analytics, Hiring Demand

The four industry clusters that comprise San Francisco City & County's sector strategy – Construction, Health Care, Hospitality and Information and Communications Technology – drive the local economy and are major influences on the region. In our work with the other local areas, including NOVA and work2future, we have identified these as core focus areas. ICT, in particular, is an area of projected growth, and San Francisco is projected to be a major influence on the sector. It is a vital component in both the regional and local economies.

2.6. Characteristics of the Local Population

OEWD is committed to providing services designed to meet the needs of local residents and has identified the following features that will drive our program strategy, design and implementation:

- Educational Disparity
- Immigrant Workforce
- Wealth Disparity
- Skills Gap & Digital Divide

2.6.1. Educational Disparity

Educational attainment (Table 6) in San Francisco is notably higher than other areas in the state and country. 51% of San Francisco residents have a Bachelor's degree or higher as compared to 47% for the region, 30% for the state and 28% in the nation. Despite this high concentration of educated residents, a large share of the city's residents – 14% – do not have a high school diploma or its equivalent. This is a full percent point higher than the region as a whole. While this statistic is not significantly different than the state or national averages, the knowledge-based economy in San Francisco and in the region indicates that these individuals will need specialized workforce services to help them be competitive in the labor market. As San Francisco's Chief Economist, Ted Egan, noted "Living-wage job opportunities requiring short- or medium-term on-the-job training, a post-secondary vocational certificate, or Associates degree, are growing in San Francisco."

2.6.2. Immigrant Workforce

San Francisco and the Silicon Valley Region have a higher than average number of foreign-born individuals, 36% of the population (Table 6). This immigrant workforce is growing faster than the US-born workforce in San Francisco, at every level of income. Growth trends by income for immigrant and US-born workers are identical, with nearly all growth occurring at the upper and lower ends of the income spectrum. We will work to meet the needs of this growing group, both in terms of vocational skills and English language attainment. San Francisco is an international city, a hub of both tourism and industry. As such our San Francisco immigrant workforce is crucial to the health of the local and regional economies. As the human resources director of a large hotel chain said recently, "Someone who can

communicate effectively in English will double their earning potential and have even greater value to us if he or she is bilingual.”

Table 6: Local, Regional, State and National Demographics

Demographics	San Francisco City & County	Region*	California	United States
Population (2012)				
Total Population	825,863	3,402,678	38,041,430	313,914,040
Percent Change (2010-2012)	2.60%	2.86%	2.10%	1.70%
Age (2011)				
Under 18	13.50%	21.00%	24.60%	23.70%
18 to 64	72.70%	66.60%	63.70%	63.00%
65 and over	13.80%	12.40%	11.70%	13.30%
Ethnicity & Language (2007-2011)				
Foreign-born	35.60%	35.98%	27.20%	12.80%
Language other than English spoken at home	45.30%	48.02%	43.20%	20.30%
Educational Attainment (persons 25+ 2007-2011)				
No high school diploma or GED	14.30%	13.28%	19.20%	14.60%
High school graduate/GED or higher	85.70%	86.72%	80.80%	85.40%
Bachelor's degree or higher	51.40%	46.58%	30.20%	28.20%

* Region refers to San Francisco, San Mateo and Santa Clara Counties.

Source: US Census Bureau State & County QuickFacts

2.6.3. Wealth Disparity

San Francisco is perceived as a wealthy area with an average household income of \$105,753 (Table 7). However, 12% of residents live below the poverty level. According to Chief Economist, Ted Egan, between 1990 and 2010, the population living in Extremely Low / Very Low income households (those earning less than 50% of Area Median Income) has grown the most. Growth has also been seen in households earning over 150% of area median income, and, to a lesser extent, in those earning 120-150% of AMI. The low income population (50-80% of AMI) has seen very slight growth, and the moderate income population (80-120%) experienced a decline in absolute numbers.

The cost of housing in San Francisco exacerbates the wealth disparity. Local housing costs not only exceed the national average but, thanks to a housing market crash that affected San Francisco less than other places, the city now has the most expensive housing in the region.

OEWD has implemented evidence-based sector academies and programs that provide access to employment opportunities for our priority populations, those most affected by wealth disparity. Our sectors – healthcare, construction, information and communications technology, and hospitality – were selected because of their high growth potential, entry-level employment opportunities, and more importantly, because of their pathways to self-sufficiency and economic security.

Table 7: Income Demographics for San Francisco City & County

Demographics of San Francisco Residents	Estimate	Percent
Percent of Individuals below the Poverty Level		
All people	(X)	12.3%
Under 18 years	(X)	12.7%
18 years and over	(X)	12.2%
18 to 64 years	(X)	12.2%
65 years and over	(X)	12.5%

Income & Benefits		
Total households	338,366	
Less than \$10,000	21,561	6.4%
\$10,000 to \$14,999	20,258	6.0%
\$15,000 to \$24,999	28,152	8.3%
\$25,000 to \$34,999	23,862	7.1%
\$35,000 to \$49,999	31,665	9.4%
\$50,000 to \$74,999	47,260	14.0%
\$75,000 to \$99,999	37,965	11.2%
\$100,000 to \$149,999	55,237	16.3%
\$150,000 to \$199,999	29,848	8.8%
\$200,000 or more	42,558	12.6%
Median household income (dollars)	72,947	
Mean household income (dollars)	105,753	

Source: U.S. Census Bureau, 2007-2011 American Community Survey

2.6.4. Digital Divide

According to a recent study by the Public Policy Institute of California, 78% of San Francisco Bay Area adult residents have broadband access, an increase of 18 percentage points from 2008 (Public Policy Institute of California, 2012). However, statewide data indicate that there is disparity between groups; access to broadband and internet usage is highest among educated, U.S. born individuals, whites and blacks. While specific data could not be identified on digital literacy in the county, employers point out that all jobs, “high-tech” or not, require digital literacy.

A draft study released by the Mid-Pacific ICT Center and Centers of Excellence on March 18, 2013 found that over 85% of California employers surveyed agreed that digital literacy should be considered a basic skill. More than 76% also agree that non-technical skills (soft, workplace, or employability) are at least as important as technical skills (COE & MPICT, 2013). This was echoed recently by hospitality employers who said that technology and communication skills were critical to the success of their businesses. Not only are restaurants and hotels moving to computer-based tools for accomplishing their work, but they are introducing more computer-based training and application systems. A lack of digital literacy will be a barrier to applying to jobs, to doing the actual work, and to progressing in one’s field. As part of our strategy over the next five years, OEWD will integrate digital literacy into all of our programming, including access point services and sector bridge programs. In addition, we will work with employers to identify their sector’s workforce technology needs in order to proactively prepare the workforce of tomorrow.

2.7. Employment Needs of the Local Area Population

Based on the local area population trends and specific industry analyses that follow, implementing strategies and identifying opportunities that will promote entry into the workforce, pathways to a career, and self-sufficiency will continue to be our primary objective. An approach that focuses on building skills aligned with DOL’s competency model and ongoing employer engagement will be the anchor of all our programming. Based on our own best-practices and the evidence base in the field, we have identified the following program elements for success:

- Recruitment, screening, and intake processes to ensure a good match between the applicant, the program, and the target occupation.

- Job readiness, basic skills, including digital literacy skills and hands-on technical skills training offered through the lens of specific industries and occupations.
- Individualized services to support training completion, industry- and occupation-specific job search, and success on the job.
- A strong link to local and regional employers that results in an evolving and responsive understanding of the target industries, occupations and connections to jobs that provide self-sufficiency pathways.

In the industry analyses that follow, we include the following:

- Overview of specific required workforce skills and knowledge
- Listing of occupations that can provide economic security or self-sufficiency
- Proposed strategies for meeting employer needs while closing skills gaps

2.8. Construction Industry: Overview

2.8.1. Construction Industry Composition and Growth

San Francisco City and County is home to approximately 1,528 construction organizations of all sizes, employing 15,404 individuals. It is one of the biggest sectors in the area, as noted in the overview of the economy, above. Construction is both a driver of the local economy as well as a beneficiary of economic growth. Regional construction employment peaked in 2008 as did local construction employment and then began experiencing reductions during the recession. Construction employment both locally and regionally has experienced consistent growth since 2011 which is anticipated to continue for the next five years and beyond.

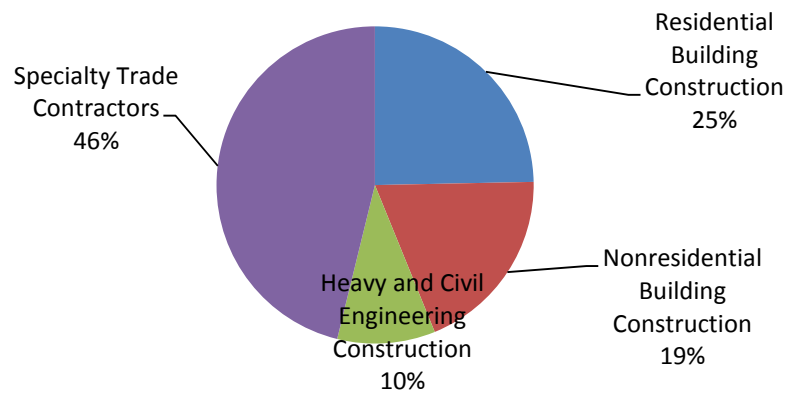
In December of 2010, the San Francisco Board of Supervisors formally adopted the San Francisco Local Hiring Policy for Construction, becoming one of the strongest pieces of legislation in the country to promote the utilization of local residents on locally sponsored projects. In the first year of the Local Hire Policy, the mandatory local hiring requirement was 20% by trade. In the second year, this increased to 25% and in the third year (beginning March 2013), 30%.

In addition to implementing the Policy in 2011 and overseeing the Policy since, OEWD created the CityBuild Academy in 2006. CityBuild's goals are to prepare local residents for entry into the construction industry through a pre-apprenticeship and construction administration training, assist contractors meet their local hire requirements, and provide construction employers with skilled workers. As of March 2013, 604 residents have successfully completed the CityBuild Academy training and, of those, 519 or 86% have entered union Department of Industrial Relations (DRI) apprenticeship programs in various trades. (OEWD, 2013)

This analysis includes the following five industries as representative of the construction sector (listed by NAICS code).

- 2361: Residential Building Construction
- 2362: Nonresidential Building Construction
- 237: Heavy and Civil Engineering Construction
- 238: Specialty Trade Contractors

Figure 4: San Francisco Construction Industry Employment

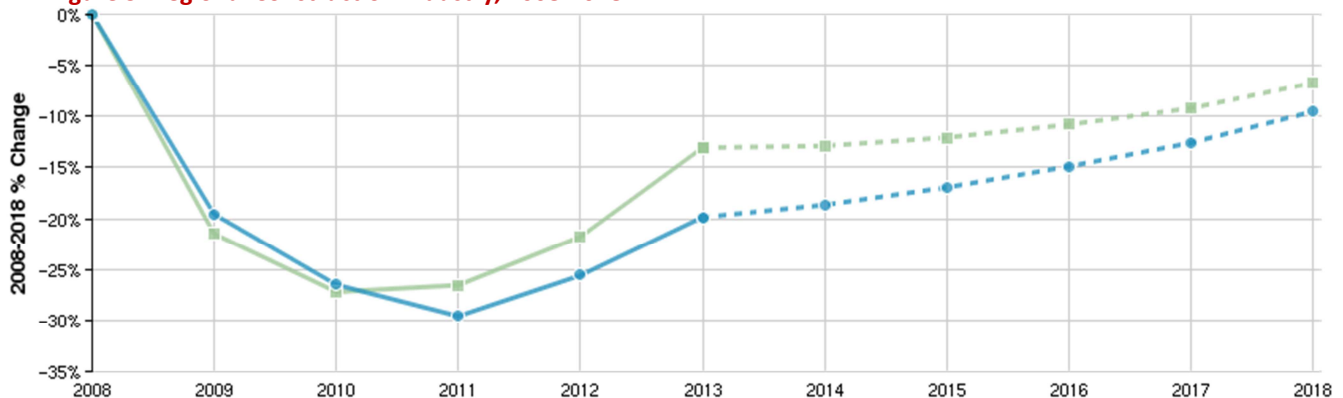


Source: QCEW
Employees - EMSI 2013.2 Class of Worker

According to EMSI data (Figure 5), construction employment is not anticipated to return to pre-recession levels for many years, perhaps not until 2020. However, this pessimistic view is not shared by all. According to the Urban Land Institute’s 2013 study, San Francisco won designation as the top market for the investment, development and housing categories (Urban Land Institute, 2013). According to the study, “San Francisco is driven by growth and a strong jobs outlook, led by technology and a structural change away from suburban and toward downtown.” 28,000 new residential units have been approved by the San Francisco Planning Department, applications for another 6,000 units have been filed for review, and there are currently 3,900 units under construction. In addition, there are 16.4 million square feet of commercial development in the pipeline (San Francisco Planning Department, San Francisco Pipeline Report, 2013). Many of these projects are fully entitled at Park Merced, Treasure Island and Bayview/Hunters Point/Candlestick, whose construction will span several development cycles. According to our industry advisors, this trend in increased construction projects and expenditures on major projects will continue for the foreseeable future.

In addition, the San Francisco construction workforce is aging and it is anticipated that a large number of workers will retire in the next ten years. 40% of the San Francisco construction workers in 2012 were 45 years old or older; 13% were 55 or older. (L. Luster & Associates, 2013). Replacement workers will need to be recruited and trained in order for the local construction sector to support the economy’s growth and respond to the projected increase in housing and development.

Figure 5: Regional Construction Industry, 2008-2018



	Area	2008 Jobs	2013 Jobs	Change	% Change	2012 Average Earnings	2012 Companies
●	San Francisco	19,222	15,404	-3,818	-20%	\$97,190	1,528
●	Region	79,648	69,243	-10,405	-13%	\$85,945	6,027

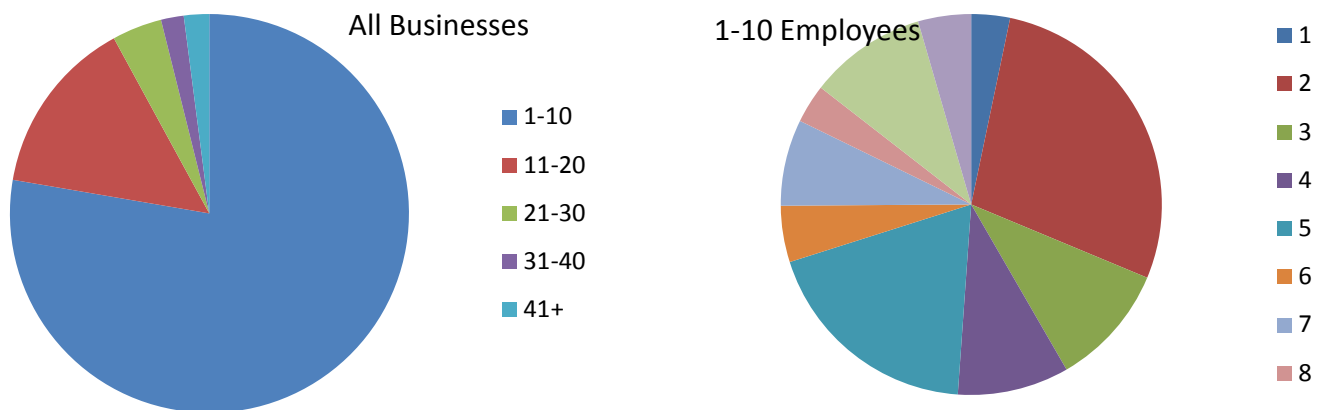
	Area	2012 Jobs	2018 Jobs	Change	% Change	2012 Average Earnings	2012 Companies
●	San Francisco	14,304	17,391	3,087	22%	\$97,190	1,528
●	Region	62,308	74,311	12,003	19%	\$85,945	6,027

Source: EMSI 2013.2 Class of Worker, QCEW

2.8.1.i. San Francisco Construction Industry Businesses

According to EMSI and Equifax data, there are 1,528 construction employers located in San Francisco City and County. 78% of the businesses have between 1 and 10 local employees. Approximately half of those have 5 or fewer employees. This is consistent with the industry profile, which is comprised mainly of specialty trade contractors, small business that provide a specific trade such as plumbing, painting, flooring, etc.

Figure 6: San Francisco Construction Industry Businesses



Source: EMSI, Equifax (<http://www.equifax.com/commercial/>)

2.8.2. Construction Occupations

There are many occupations within the construction sector, from unskilled to skilled trades, administrative and supervisory/managerial roles in professional occupations, such as architect and engineer. OEWD has focused our work and the following analysis on the occupations shown below because they provide access to opportunities for our priority populations, a sustainable wage at entry, career pathway to advancement, and are growing and/or in demand in the area.

- **Construction Trades**
 - All other Construction (47-4790)
 - Carpenters (47-2030)
 - Carpet, Floor, and Tile Installers and Finishers (47-2040)
 - Cement Masons, Concrete Finishers, and Terrazzo Workers (47-2050)
 - Construction Equipment Operators (47-2070)

- Construction Laborers (47-2060)
- Drywall Installers, Ceiling Tile Installers, and Tapers (47-2080)
- Electricians (47-2110)
- Glazier (47-2120)
- Helpers, Construction Trades (47-3010)
- Painters & Paperhangers (47-2140)
- Plasterers and Stucco Masons (47-2160)
- Plumbers and Pipelayers (47-2150)
- Roofers (47-2180)
- Sheet Metal Workers (47-2210)
- **Construction Administrative**
 - General Office Clerks (43-9060)
 - Secretaries and Administrative Assistants (43-6010)

Table 8 presents construction occupations outlining projections from EDD for the San Francisco region. For all occupations, there is positive growth projected for the region with 1,171 total jobs available per year. There is significant growth projected for all of the unskilled trades and most of the skilled trades. It is evident from the data that there will be entry-level openings as well as career growth available in the regional construction sector.

Regional data for administrative roles within in the construction industry is not available, but EMSI analysis shows 38% growth for office clerks and 33% growth for secretaries and administrative assistants between 2010 and 2020. In addition, OEWD's CityBuild staff will explore opportunities for entry-level administrative employment opportunities through construction professional services contracts with the City & County of San Francisco.

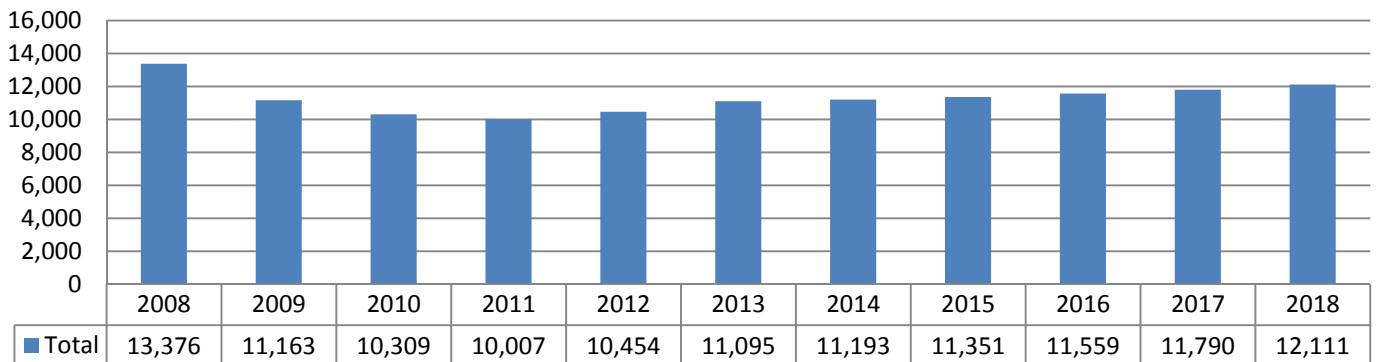
Table 8: Construction Growth, San Francisco, San Mateo and Marin Counties

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replace-ment Jobs	Total Jobs	Median Hourly
Carpenters	1,450	19.2%	145	160	305	\$31.61
Cement Masons and Concrete Finishers	190	25.0%	19	12	31	\$25.36
Construction Equipment Operators	180	22.0%	19	19	38	\$33.66
Construction Laborers	990	17.2%	99	46	145	\$25.12
Drywall and Ceiling Tile Installers	160	19.0%	16	23	39	\$18.69
Electricians	460	18.5%	46	67	113	\$34.42
Glaziers	80	40.0%	8	8	16	\$22.84
Helpers, Construction Trades	260	31.0%	27	22	49	\$19.34
Other Construction and Related Workers	450	22.7%	45	58	103	\$22.06
Painters and Paperhangers	490	10.5%	49	96	145	\$24.35
Plasterers and Stucco Masons	10	7.1%	1	3	4	\$20.29
Plumbers and Pipelayers	530	20.9%	51	73	124	\$27.68
Roofers	110	10.0%	10	23	33	\$24.19
Sheet Metal Workers	50	12.5%	6	7	13	\$38.86
Tile and Marble Setters	60	19.4%	6	7	13	\$24.57
ALL CONSTRUCTION OCCUPATIONS	5,470	17.98%	547	624	1,171	\$28.04

2.8.2.i. Construction Occupational Growth in San Francisco

Figure 7 shows all construction occupations during the same time period with a consistent pattern of growth since 2011. For all clusters and occupations, growth is projected for the next five years. However, there is some disagreement about the level of growth. According to EMSI analysis and EDD data, growth will be modest, but according to our industry advisors as well as the San Francisco Planning Department and the Urban Land Institute studies cited earlier, we are currently experiencing the beginning of a construction boom which will continue for the foreseeable future.

Figure 7: All Construction Employment (excluding Administrative) - 2008-2018



Source: EMSI Complete Employment - 2013.2

2.8.3. Wages: Economic Security and Self-Sufficiency

The lowest paid construction worker, according to EDD data, earns almost \$20/hour. This wage is almost twice the local minimum wage. Construction provides a clear pathway to earnings, health benefits, and retirement provisions, especially for those with minimal education. The average hourly wage of San Francisco construction workers who had not attended college was \$24.50 in 2012 (L. Luster & Associates, 2013). However, workers in the specialty trades make much more than this wage depending on the trade. San Francisco focuses on providing training and support for entry-level roles and skilled workers. We collaborate with local union halls and training programs in order to ensure that jobseekers can enter the construction sector and identify pathways to specialized trades, including apprenticeships.

2.8.4. Required Workforce Skills: Employer Needs and Challenges

According to input from our construction industry advisory committee, employers continue to be challenged to recruit qualified, skilled workers with varying severity depending on the trade. This is supported by analysis done with Wanted Analytics which ranks the San Francisco Metro Statistical Area (San Francisco, Oakland and Fremont) as more difficult than the national average.

Figure 8: Hiring Scale for Construction Occupations in the San Francisco MSA



2.8.5. Education and Training Landscape

Outside of the professional occupations in construction, there is very little training and education for construction occupations. City College of San Francisco (CCSF) is the only official educational institution that offers construction training, outside of the offerings by union halls for specific trades. Through our collaboration with CCSF, OEWD's City Build offers a hands-on pre-apprentice construction program that prepares candidates to enter construction trade DIR apprenticeships with union employers. The Construction Administration Training Program (CATP) prepares candidates to perform back office functions on construction sites or home base offices.

2.8.6. Strategies for Meeting Employer Needs and Closing Skills Gaps

OEWD's CityBuild initiative provides training and job placement assistance to local jobseekers and construction employers. We work closely with contractors, contractor associations, labor unions, apprenticeship programs, and education and training providers to strengthen and expand partnerships and to provide relevant services. For example, CityBuild has offered laborers excavation and shoring training to accommodate the sewer system and water system improvement programs (SSIP and WSIP). CityBuild is also working with San Francisco Municipal Transportation Agency to provide tunneling training in order to ensure a trained workforce for the Central Subway and Transbay Terminal projects. Through a responsive and proactive approach to workforce and collaborative partnerships, CityBuild devises strategies for moving San Franciscans into the crafts pipeline and helping employers meet their hiring needs.

2.9. Health Care Industry: Overview

2.9.1. Health Care Industry Composition and Growth

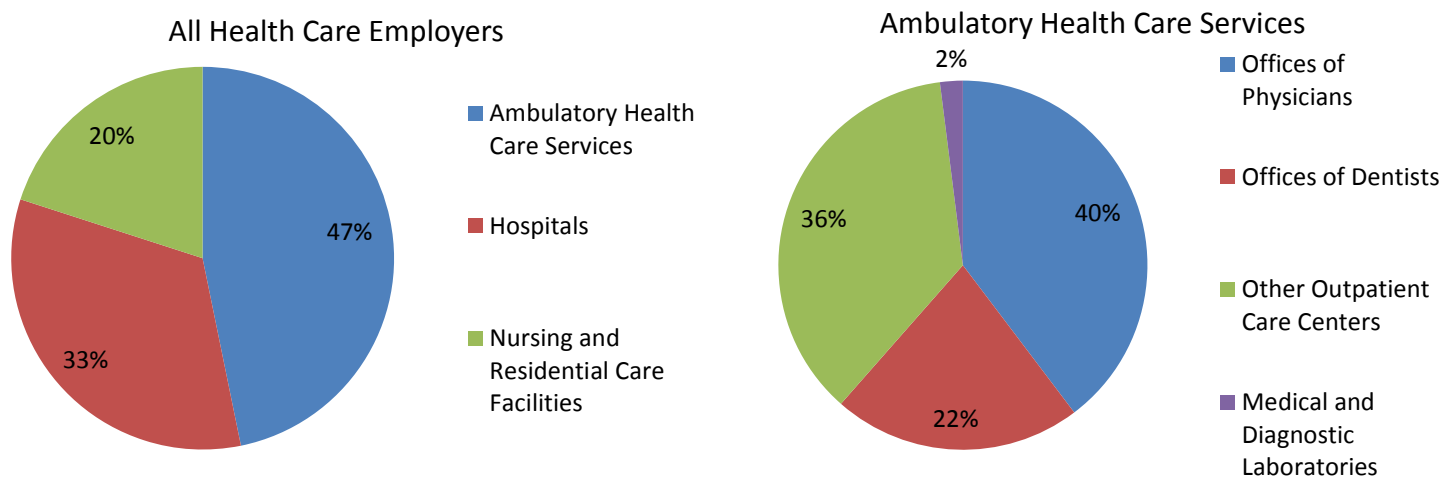
The San Francisco City and County health care sector includes approximately 2,073 organizations of varying sizes, employing 29,771 individuals. It is one of the biggest sectors in the area, as noted in the overview of the economy, above. As the Centers of Excellence found, "demographic, political, and economic trends will lead to significant long-term growth of healthcare occupations across the country" (Centers of Excellence, 2010).

Health care in San Francisco is different than the other sectors in that there are a few extremely large employers, including UCSF Medical Center which employs almost 5,000 people locally. UCSF is the second largest employer in San Francisco after the City and County itself. The other large health care employers are the Veterans Affairs Medical Center, the Public Health Department, Moffitt Hospital, St. Luke's Hospital, St. Francis Memorial Hospital. Large hospitals account for 33% of all health care employment, but the ambulatory health care services – physician, dentist, chiropractor offices, etc. – actually employ far more people, 47% of the total (Figure 9). Forty percent of ambulatory health care services employees work in physicians' offices.

This analysis includes the following three industries as representative of the healthcare sector (listed by NAICS code).

- 621: Ambulatory Health Care Services
- 622: Hospitals
- 623: Nursing and Residential Care Facilities

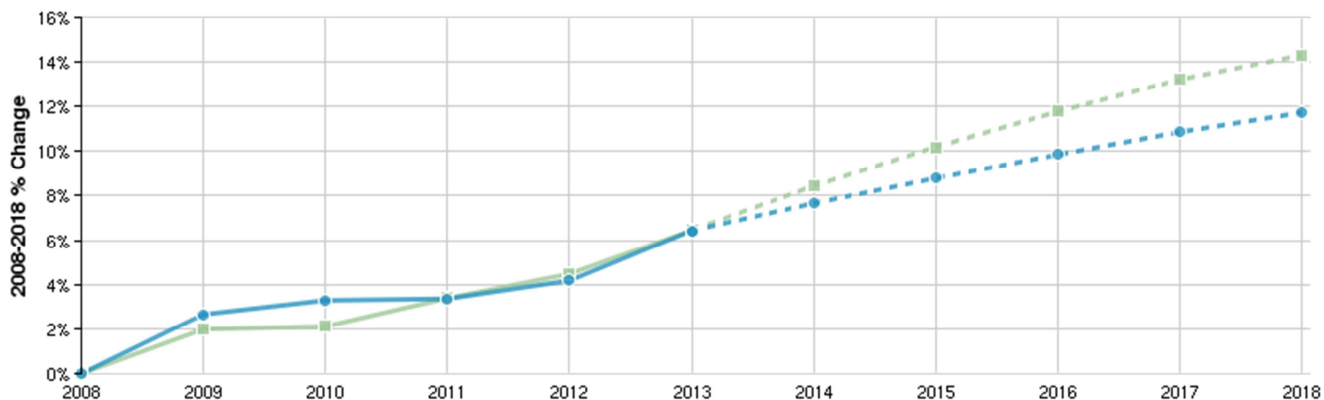
Figure 9: San Francisco Health Care Sector Employment (2013)



Source: QCEW Employees - EMSI 2013.2 Class of Worker

The health care sector fared relatively well during the recent economic downturn because medical services are perceived as an essential item. From 2005 to 2010, employment increased 8-15%, depending on the region. Estimates in 2010 indicated growth would continue, but at a slower rate, 6.7-9.9% (Centers of Excellence, 2010). Projections through 2018 show 12% growth locally and 14% regionally.

Figure 10: Regional Health Care Industry



	Area	2008 Jobs	2018 Jobs	Change	% Change	2013 Average Earnings	2012 Companies
●	San Francisco	27,980	31,262	3,282	12%	\$87,478	2,072
●	Region	109,509	125,178	15,669	14%	\$93,700	7,461

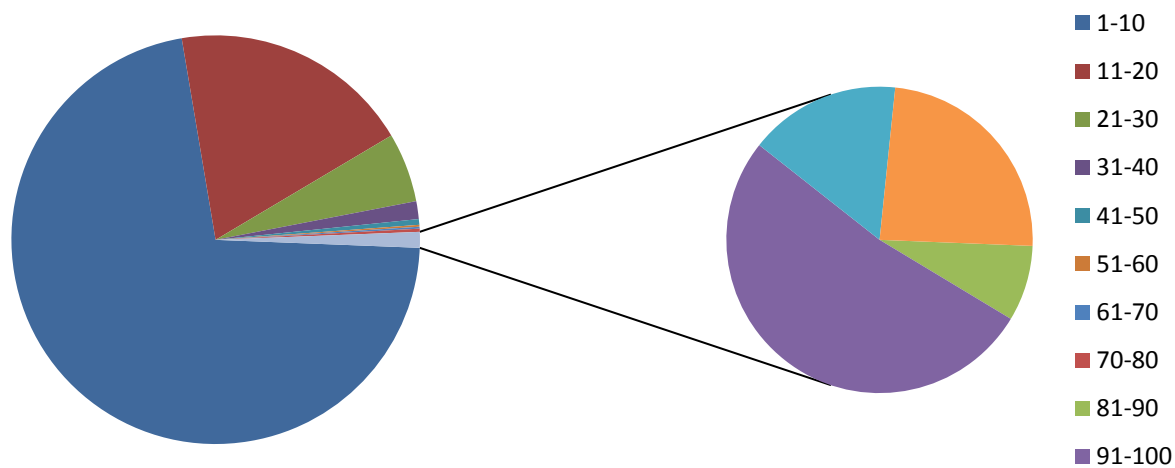
Source: EMSI 2013.2 Class of Worker, QCEW

2.9.1.i. San Francisco Health Care Industry Businesses

According to EMSI and Equifax data, there are 2,073 health care employers located in San Francisco City and County. Seventy-two percent of these businesses have between 3 and 10 local employees, 99%

have fewer than 100. This reflects the unique nature of the local healthcare sector that is made up of a few large employers, primarily hospitals, and hundreds of small ambulatory service providers.

Figure 11: Number of Employees in San Francisco Health Care Industry Businesses



Source: EMSI, Equifax (<http://www.equifax.com/commercial/>)

2.9.2. Health Care Occupations

Through our work with our health care employer advisory committee, we have identified the following four occupational clusters in healthcare listed with the specific occupations (listed with SOC code). These occupations were selected for analysis based on their projected high growth, accessibility to our target populations, and our potential to build partnerships and leverage resources to meet the sector's workforce needs.

- **Healthcare Practitioners**
 - Licensed Vocational Nurses (29-2061)
 - Registered Nurses (29-1111)
 - Respiratory Therapists (29-1126)
 - Speech-Language Pathologists (29-1127)
- **Technicians & Technologists**
 - Dental Hygienists (29-2021)
 - Emergency Medical Technicians and Paramedics (29-2041)
 - Medical and Clinical Laboratory Technicians (29-2012)
 - Medical and Clinical Laboratory Technologists (29-2011)
 - Pharmacy Technicians (29-2052)
 - Radiologic Technologists and Technicians (29-2037)
 - Surgical Technologists (29-2055)
- **Administrative**
 - Medical Records and Health Information Technicians (29-2071)
 - Medical Secretaries (43-6013)

- **Healthcare Support**

- Dental Assistants (31-9091)
- Home Health Aides (31-1011)
- Massage Therapists (31-9011)
- Medical Assistants (31-9092)
- Nursing Aides, Orderlies, and Attendants (31-1012)
- Pharmacy Aides (31-9095)

The five clusters represent a variety of occupations primarily within the healthcare industries. Growth for all occupations is expected to increase both locally and regionally. Table 9 shows growth percentages for the San Francisco Metro Region, which includes three local counties. According to EDD employment data, it is expected that there will be approximately 2,003 openings per year in the region for these occupations, including both new and replacement jobs.

Table 9: Health Care Clusters and Growth, San Francisco, San Mateo and Marin Counties

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
Healthcare Practitioners						
<i>Registered Nurses</i>	2,700	14.8%	270	329	599	\$54.23
<i>Respiratory Therapists</i>	180	21.2%	18	16	34	\$38.76
<i>Speech-Language Pathologists</i>	110	16.2%	10	13	23	\$40.42
<i>Licensed Vocational Nurses</i>	330	10.5%	32	84	116	\$30.06
TOTAL:	3,320	14.5%	330	442	772	\$40.87
Technicians & Technologists						
<i>Dental Hygienists</i>	180	17.5%	18	21	39	\$52.56
<i>Emergency Medical Technicians and Paramedics</i>	130	22.0%	13	12	25	\$21.87
<i>Medical and Clinical Laboratory Technicians</i>	80	7.6%	8	20	28	\$26.95
<i>Medical and Clinical Laboratory Technologists</i>	30	4.2%	3	14	17	\$41.56
<i>Pharmacy Technicians</i>	550	35.5%	55	27	82	\$19.80
<i>Radiologic Technologists and Technicians</i>	190	17.9%	19	16	35	\$40.04
<i>Surgical Technologists</i>	50	10.0%	5	9	14	\$29.36
TOTAL:	1,210	18.6%	121	119	240	\$33.16
Administrative						
<i>Medical Records and Health Information Technicians</i>	100	12.7%	10	16	26	\$22.57
<i>Medical Secretaries</i>	1,030	23.6%	104	58	162	\$20.39
TOTAL:	1,130	21.9%	114	74	188	\$21.48

Occupational Title	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
Healthcare Support Occupations						
<i>Dental Assistants</i>	320	12.5%	31	54	85	\$23.13
<i>Home Health Aides</i>	2,250	52.2%	225	56	281	\$11.62
<i>Massage Therapists</i>	800	25.5%	80	51	131	\$14.10
<i>Medical Assistants</i>	520	13.3%	52	60	112	\$19.83
<i>Nursing Aides, Orderlies, and Attendants</i>	810	13.2%	81	79	160	\$17.48
<i>Pharmacy Aides</i>	260	42.6%	25	9	34	\$11.66
TOTAL:	4,960	24.0%	494	309	803	\$16.30

ALL HEALTH CARE OCCUPATIONS	10,620	19.24%	1,059	944	2,003	\$28.23
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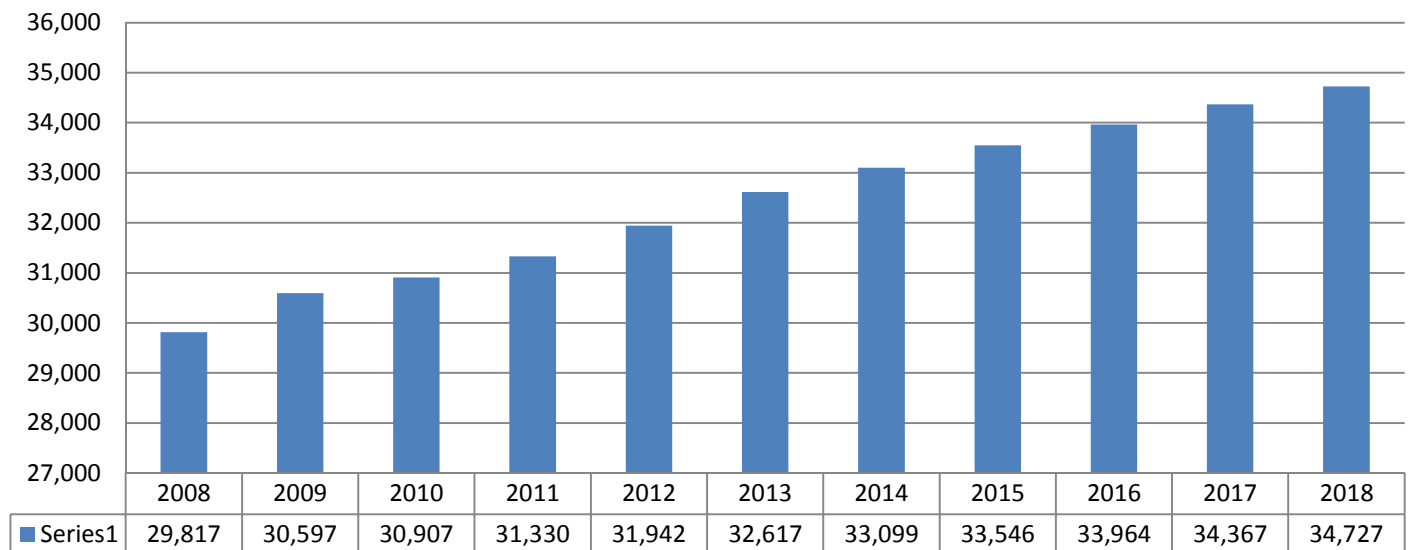
Source: California Employment Development Department, Labor Market Information Division

2.9.2.i. Health Care Occupational Growth in San Francisco

Figure 12 shows all Health Care occupations during the same time period, with a consistent pattern of growth even throughout the recession. While growth is projected for all clusters and occupations for the next five years, there are a few occupations that are projected to have above-average growth between 2013 and 2018:

- Pharmacy workers will increase by 283 for both pharmacy technicians (220 jobs representing 22.4% growth) and pharmacy aides (63 jobs representing 18.69% growth). While the percentage of growth for these roles is higher than the average for health care, the number of jobs will most likely not create a large impact on the local region.
- On the other hand, entry-level patient care jobs are projected to increase less dramatically but with more overall positions created. Home health aide jobs will increase by 467 (17.5%) and nursing aides by 363 (8.9%)
- It is projected that there will be a continued need for registered nurses entering the workforce, with 296 new jobs created by 2018 (2.51% growth).

Figure 12: All Health Care Employment - 2008-2018



Source: QCEW Employees - EMSI 2013.2 Class of Worker

2.9.3. Wages: Economic Security and Self-Sufficiency

Health care is known for its many access points, career ladders and lattices, and high wages. It is accessible to a variety of individuals – from those who want to provide direct patient care to those who want to work in an office. As an established field with industry-regulated occupations, there are clear pathways for growth and increased earning potential. Nursing, for example, offers a clear pathway from entry-level patient care through nurse licensure and self-sufficiency.

2.9.4. Required Workforce Skills: Employer Needs and Challenges

Generally speaking (see figure 13), health care employers do not report tremendous difficulty finding qualified applicants. However, according to employers we work with, they anticipate that nurses who chose not to retire during the recession will begin to leave the workforce. In addition, employers report that they experience difficulty keeping their employees current on new technology. There may be more opportunities for incumbent worker training in the upcoming years as technology changes and employees retire.

Figure 13: Hiring Scale for Health Care Occupations in the San Francisco MSA

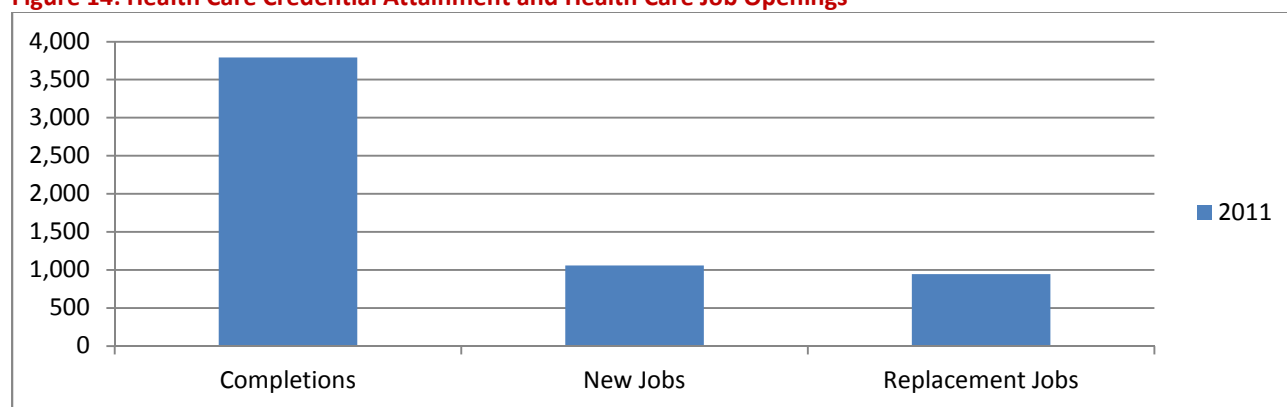


2.9.5. Education and Training Landscape

Health care is unique in that many of its occupations are regulated by a government entity. Educational programs are required to meet the demands of the certification and licensure boards for many of their higher-level programs. This is not true for all occupations, however, such as medical secretary and home health aide.

Any attempt to outline a forecast for education completions to anticipated job openings will be flawed. However, in our scan of the landscape, we analyzed EMSI data on completions versus estimates of job openings and found that the demand for healthcare workers is meeting the demands of the industry. Figure 14 illustrates this for 2011 (the most recent timeframe for which educational completions are available), when there were approximately 3,791 completions and approximately 2,000 job openings. While this data represent public institutions and four-year universities only, it suggests that the educational providers are keeping pace with the needs of the sector. (See appendix of list of education institutions included in this analysis.) The only exception to this is in the area of education programs for healthcare support roles, who graduated 776 individuals. This may be that there is a gap in this area or that the data is not captured.

Figure 14: Health Care Credential Attainment and Health Care Job Openings



2.9.6. Strategies for Meeting Employer Needs and Closing Skills Gaps

We will analyze labor market information and work with our employer advisors to stay abreast of health care trends in order to anticipate and be responsive to the workforce needs of the sector. Areas of particular focus are replacement jobs for retiring workers, the trend away from hospital-based healthcare to ambulatory care services, implementation of health care reform, and an increased use of technology in health care settings.

OEWD's Healthcare Academy and Business Services address these needs by providing occupational skills training, work experience opportunities, job skills training and placement assistance to training participants, and employment referral, downsizing aversion, and outplacement services to employers. In addition, the Academy offers job search skills training and placement assistance for career advancement to soon-to-be and recent graduates of health training programs at City College of San Francisco and to others in the healthcare field. Braided throughout these offerings is a focus on increasing digital literacy skills specific to the needs of health care employers, and supporting the sector's workforce needs.

2.10. Hospitality Industry: Overview

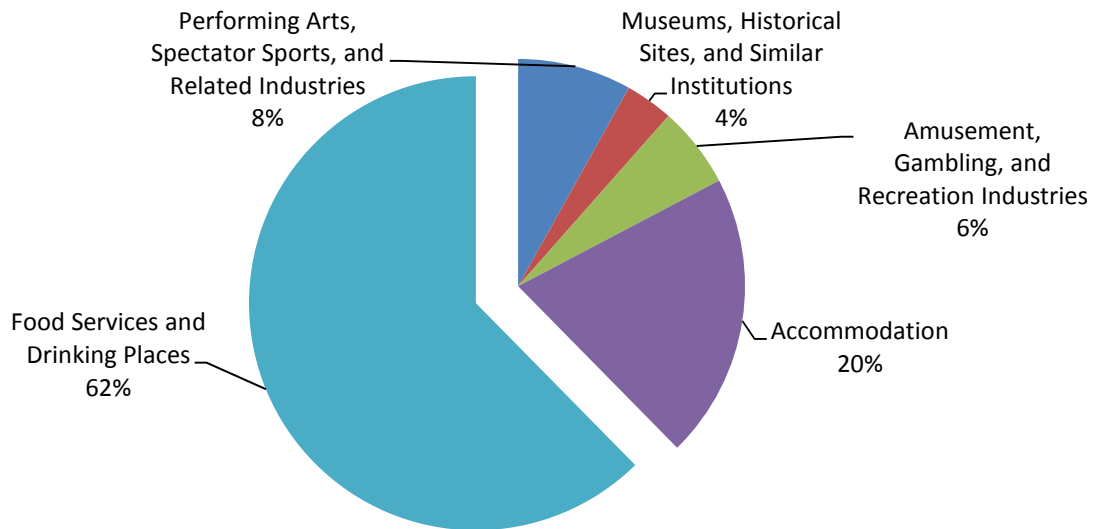
2.10.1. Hospitality Industry Composition and Growthⁱⁱ

The San Francisco City and County hospitality industry includes approximately 3,958 organizations of all sizes, employing 86,084 individuals. It is one of the biggest sectors in the area, as noted in the overview of the economy, above. The largest sub-sector is food service and drinking places, which makes up 62% of the employment (almost 53,688 jobs). The second largest sub-sector is accommodation, which makes up 20% of the sector (17,496 jobs). The size of the hospitality industry reflects San Francisco's desirability as a tourist destination and provides ample opportunity for low skilled workers to enter the workforce.

This analysis includes the following two industries as representative of the hospitality sector (listed by NAICS code):

- 71: Arts, Entertainment, and Recreation
- 72: Accommodation and Food Services

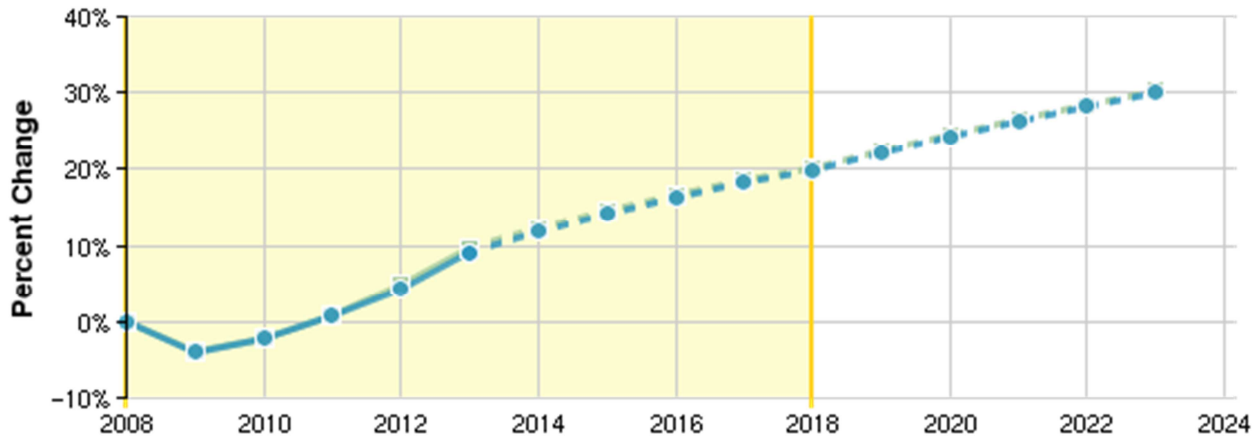
Figure 15: San Francisco Hospitality Industry Employment (2013)



Source: QCEW Employees - EMSI 2013.2 Class of Worker

The hospitality sector has grown rapidly in the Bay Area (San Francisco, San Mateo and Santa Clara Counties) over the last 10 years, adding 13,000 jobs since 2002. Figure 16 outlines both the local and regional growth in the hospitality sector. From both perspectives, hospitality is an industry with growing opportunities and should continue to be a focus of the local workforce areas and regional collaboration.

Figure 16: Regional Hospitality Industry



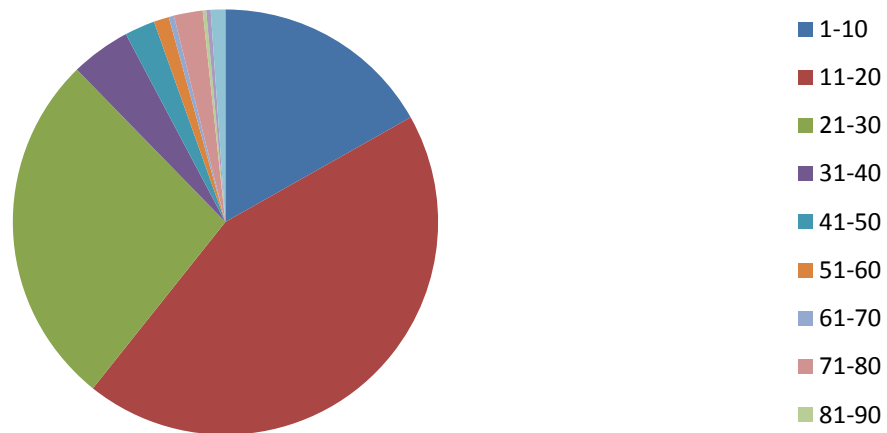
	Area	2008 Jobs	2018 Jobs	Change	% Change	2013 Average Earnings	2012 Companies
●	San Francisco	78,878	94,546	15,668	19.9%	39,214	3,958
●	Region	189,063	227,152	38,089	20.1%	33,111	10,209

Source: EMSI 2013.2 Class of Worker, QCEW

2.10.1.i. San Francisco Hospitality Industry Businesses

According to EMSI and Equifax data, there are 3,958 hospitality industry employers located in San Francisco City and County. Forty-four percent of these businesses have between 11 and 20 local employees, 99% have fewer than 100. This reflects the robust food service industry in the area. San Francisco is considered a food destination and food service is a driver of hospitality as well as the overall local economy.

Figure 17: Hospitality Industry San Francisco Businesses



Source: EMSI, Equifax (<http://www.equifax.com/commercial/>)

2.10.2. Hospitality Occupations Overview

Through our work with our hospitality employer advisory committee, we have identified the following five occupational clusters in hospitality and their individual occupations (listed with SOC code). These occupations provide entry into the sector and career pathways to advancement and are currently in demand and projected to be so in the foreseeable future.

- **Culinary**
 - Chefs and Head Cooks (35-1011)
 - Cooks (35-2012, 35-2014, 35-2015, 35-2019)
 - First-Line Supervisors of Food Preparation and Serving Workers (35-1012)
 - Food Preparation Workers & Fast Food Cooks (35-2011, 35-2021)
- **Food and Beverage Service**
 - Bartenders (35-3011)
 - Dishwashers (35-9021)
 - Other Customer-Facing Service Jobs (35-3022, 3041)
 - Waiters and Waitresses (35-3031)
- **Facilities Maintenance**
 - Janitors (37-2011)
 - Maids and Housekeeping (37-2012)
- **Guest Services**
 - Baggage Porters and Bellhops (39-6011)
 - Concierge (39-6012)
 - Hotel, Motel Desk Clerk (43-4081)
 - Parking Lot Attendants (53-6021)

- **Security Guards (33-9032)**

The five clusters represent a variety of occupations primarily within the hospitality sector. Growth for all occupations is expected to increase both locally and regionally. Table 10 shows percent growth for the San Francisco Metro Region, which includes three local counties. According to EDD employment data, it is expected that there will be approximately 6,088 openings per year in the region for these occupations, including both new and replacement jobs.

According to input from our employer advisors, San Francisco has unique workforce issues that are not visible through labor market data. For example, 90% of the local hotels are 3- and 4- star institutions, which means that they do not necessarily offer room service. Even in 5-star hotels, room service is shrinking due to the confluence of technological innovation and the wealth of restaurants in the area. Not only are visitors to the city eating out rather than ordering in, but now they are using mobile devices to order food from local eateries to be delivered to their hotel rooms. These trends limit employment opportunities for low-skilled workers in this sector.

Table 10: Hospitality Clusters and Growth, San Francisco, San Mateo and Marin Counties

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
Culinary						
<i>Chefs and Head Cooks</i>	310	22.8%	30	24	54	\$24.61
<i>Cooks</i>	2,940	24.1%	295	260	555	\$13.83
<i>First-Line Supervisors of Food Preparation and Serving Workers</i>	1,330	23.5%	133	120	253	\$17.06
<i>Food Preparation Workers & Fast Food Cooks</i>	2,820	24.5%	283	367	650	\$10.26
TOTAL:	7,400	24.08%	741	771	1,512	\$16.44
Food and Beverage Service						
<i>Bartenders</i>	960	20.1%	95	166	261	\$11.42
<i>Dishwashers</i>	1,520	24.2%	153	286	439	\$10.44
<i>Other Customer-Facing Service Jobs</i>	2,010	24.8%	201	511	712	\$12.00
<i>Waiters and Waitresses</i>	4,540	22.0%	454	1,030	1,484	\$10.58
TOTAL:	9,030	22.69%	903	1,993	2,896	\$11.02
Facilities Maintenance						
<i>Janitors and Cleaners</i>	3,150	15.1%	315	394	709	\$12.64
<i>Maids and Housekeeping Cleaners</i>	1,710	13.9%	171	206	377	\$15.65
TOTAL:	4,860	14.67%	486	600	1,086	\$14.15
Guest Services						
<i>Baggage Porters and Bellhops</i>	230	19.8%	23	29	52	\$14.76
<i>Concierges</i>	40	12.5%	5	8	13	\$20.98
<i>Hotel, Motel, and Resort Desk Clerks</i>	450	20.4%	45	88	133	\$17.58
<i>Parking Lot Attendants</i>	220	8.3%	22	80	102	\$13.75
TOTAL:	940	14.80%	95	205	300	\$16.77
Security Guards						

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
Security Guards	1,420	14.7%	141	153	294	\$14.31

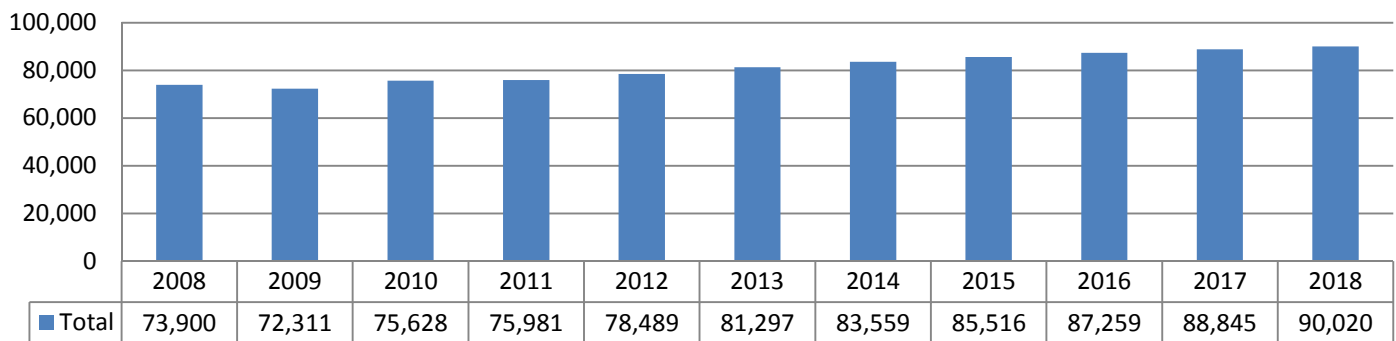
ALL Hospitality OCCUPATIONS	23,650	19.77%	2,366	3,722	6,088	\$ 14.54
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Source: California Employment Development Department, Labor Market Information Division

2.10.2.i. Hospitality Occupational Growth in San Francisco

Figure 18 shows all hospitality occupations for the same time period with a consistent pattern of growth since 2009 albeit with small growth during the recession. However, for all clusters and occupations, growth is projected for the next five years. Hospitality is directly linked with the overall economy and as more individuals have disposable income, the industry will grow. One industry expert noted that the cost-effective “staycations” that emerged during the recession are on the wane and that more and more people are looking at quality experiences and travel that are worth the splurge. To maintain its desirability as a tourist destination, San Francisco will need to provide a workforce equipped to handle the increase.

Figure 18: All Hospitality Employment - 2008-2018



Source: EMSI Complete Employment - 2013.2

2.10.3. Wages: Economic Security and Self-Sufficiency

Hospitality is a sector that has many entry points and many opportunities for advancement. In the culinary cluster, for example, an individual can enter the workforce as a food preparation worker. With experience, the worker can become a cook and then perhaps a supervisor. With more education and training come further opportunities for advancement and earning potential. There are similar trajectories in food and beverage service and guest services. Entry-level employment in hospitality is not as well paid as in other sectors, but it provides the first step on a pathway to self-sufficiency and economic security.

2.10.4. Required Workforce Skills: Employer Needs and Challenges

According to a 2010 Sloan Center on Aging & Work study (Sloan Center on Aging & Work, 2010), employers are concerned about their ability to recruit and retain qualified, skilled employees. Thirty-eight percent of accommodation employers and 24.5% of all other tourism sector employers reported moderate or great talent recruitment and loss risks due to the low skills of new staff. 51.9% and 41% have moderate or great concerns about hiring skilled candidates. Our hospitality advisory board echoes this concern and points out the crucial need for customer service skills in the sector. They advise that these skills go beyond a superficial understanding of customer service to include job essential skills such

as taking personal responsibility, cooperation and teamwork, interpersonal skills, creative thinking, critical thinking and problem solving.

Housekeeping is of particular interest to some local hotels, as this is demographically an aging workforce. We will continue to monitor this as the workforce system prepares to meet the needs of local employers while providing entry-level and career pathways to jobseekers.

2.10.5. Education and Training Landscape

According to Rob Black, Chair of the WISF and head of the San Francisco Restaurant Association, most entry-level hospitality employees enter the field through on-the-job training. Our industry advisors confirm EDD's labor market assessment that most hospitality jobs do not require a secondary credential or extensive experience. However, as individuals want to progress to more advanced duties and higher pay, more training is required. San Francisco views these entry-level hospitality positions as a way to enter a hospitality pathway and career growth within or without the sector.

2.10.6. Strategies for Meeting Employer Needs and Closing Skills Gaps

Through OEWD's Hospitality Initiative we work closely with local employers to understand and meet their needs. We analyze labor market data and meet regularly with employer advisors to validate the data and read beyond the numbers. In addition, we provide staffing services, growth assistance, and downsizing aversion and outplacement services.

Through innovative training and partnerships, the Hospitality Initiative provides assessment, occupational skills training, job readiness, job search and placement assistance to job seekers. The model provides multiple entry points based on the individual's needs as identified through comprehensive assessment. In addition, pathways for advancement are outlined to help individuals grow within their careers and open positions for new entrants into the field.

2.11. Information and Communications Technology (ICT) Industry: Overview

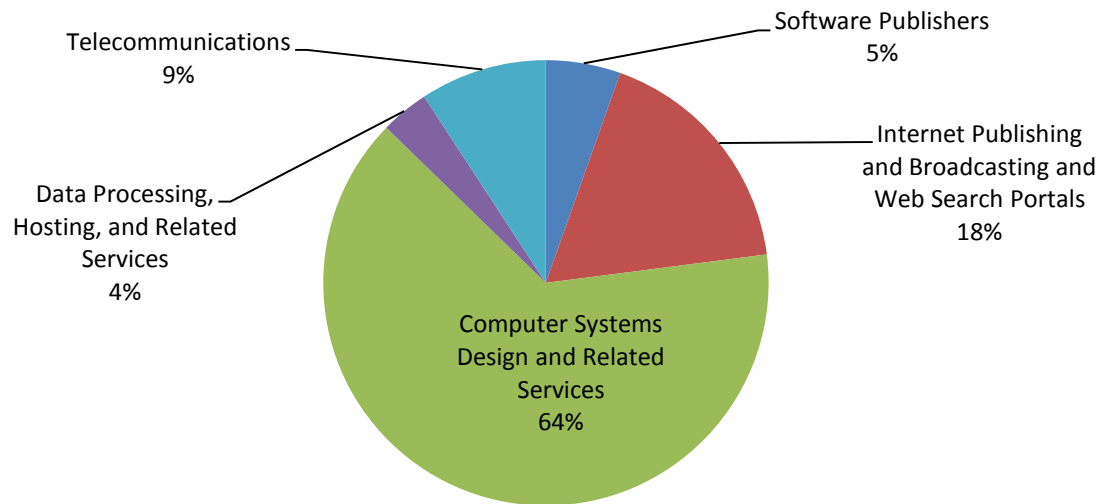
2.11.1. ICT Industry Composition and Growth

San Francisco City and County is home to approximately 1,722 ICT organizations of all sizes, employing 39,784 individuals. It is one of the biggest sectors in the area, as noted in the overview of the economy, above. Information and Communications Technology is a driver in the local area as well as in the Bay Area region. The 2011 study *Silicon Valley in Transition* found that "the ICT cluster is in the midst of a transition from recession to growth." Significant growth in the sector is projected for both the local areas and the region as a whole (Silicon Valley Workforce Investment Boards, 2011). "Employment projections indicate that demand for high-tech workers will be stronger than for workers outside of high-tech at least through 2020," according to the 2012 Bay Area Council Economic Institute study .

This analysis includes the following five industries as representative of the ICT sector (listed by NAICS code).

- 517: Telecommunications (51711, 51721, 51741, and 51791)
- 518: Data Processing, Hosting, and Related Services (51821)
- 519: Internet Publishing And Broadcasting, and Web Search Portals (51913)
- 541: Computer Systems Design and Related Services (54151)
- 511: Software Publishers (51121)

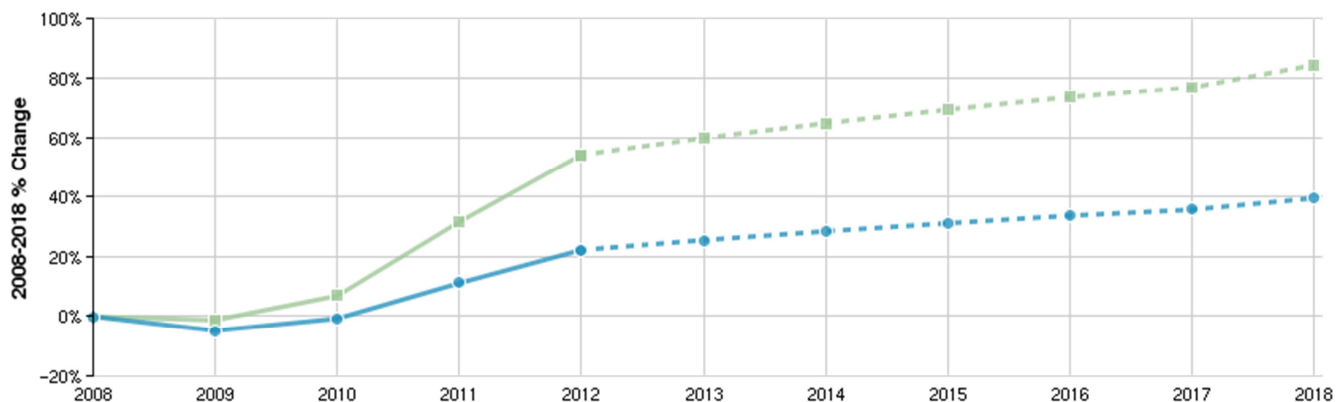
Figure 19: San Francisco ICT Industry Employment



Source: QCEW Employees - EMSI 2013.1 Class of Worker

The ICT sector has grown rapidly in the Bay Area (San Francisco, San Mateo and Santa Clara Counties) over the last 10 years, adding 52,313 jobs since 2002. A significant number of these jobs, 36,159, were added since 2008. Figure 20 outlines both the local and regional growth.

Figure 20: Regional ICT Industry



	Area	2008 Jobs	2018 Jobs	Change	% Change	2012 Average Earnings	2012 Companies
●	Region	141,278	197,292	56,014	40%	\$206,236	6,100
●	San Francisco	25,777	47,588	21,811	85%	\$178,832	1,722

Source: EMSI 2013.1 Class of Worker, QCEW

ICT employment has grown at a much faster pace in San Francisco City and County as compared to state and national growth. Since 2002, San Francisco City and County's ICT employment has increased by 77% compared to 10% and 8% for the state and nation respectively.

Table 11: 10 Year ICT Employment by County, State, Nation

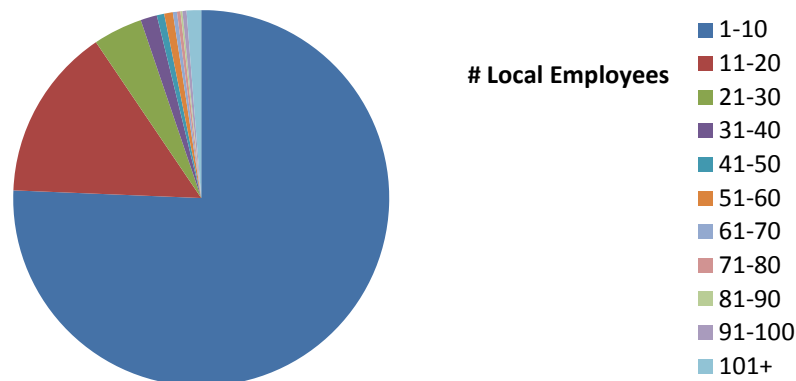
	San Francisco			California			United States		
	2002	2013	% Change	2002	2013	% Change	2002	2013	% Change
Software Publishers	2,340	2,810	20%	53,135	57,000	7%	276,693	326,294	18%
Telecommunications	8,669	3,822	-56%	176,147	110,791	-37%	1,411,115	981,799	-30%
Data Processing, Hosting, and Related Services	1,173	1,814	55%	26,312	30,468	16%	339,784	325,780	-4%
Internet Publishing and Broadcasting and Web Search Portals	1,823	7,748	325%	12,597	58,950	368%	59,140	168,254	185%
Computer Systems Design and Related Services	13,758	32,898	139%	249,985	312,094	25%	1,567,658	2,148,031	37%
Total	27,764	49,091	77%	518,176	569,303	10%	3,654,391	3,950,159	8%

Source: United States Department of Labor, Bureau of Labor Statistics

2.11.1.i. San Francisco ICT Industry Businesses

According to EMSI and Equifax data, there are approximately 2,000 ICT industry employers located in San Francisco City and County. Sixty-two percent of the businesses have between 1 and 5 people local employees in San Francisco. Ninety-nine percent have fewer than 100 local employees.

Figure 21: ICT Industry San Francisco Businesses



Source: EMSI, Equifax (<http://www.equifax.com/commercial/>)

2.11.2. Information and Communications Technologies (ICT) Occupations

Mid-Pacific Information and Communications Technology (MPICT) Center and Centers of Excellence have done significant analysis of the ICT occupations in California. Based on their research and advice from our employer advisory committee, we have identified four occupational clusters in ICT and their occupations (listed with SOC code). These occupations were selected based on the needs of the local labor market. They are in demand currently and are projected to grow both locally and regionally. In addition, they provide entrance into the sector with professional growth possibilities and a

corresponding increase in earning potential. These jobs meet the demands of our local employers as well as OEWD's target populations.

- **Multimedia & Design**
 - Multimedia Artists and Animators (27-1014)
 - Graphic Designers (27-1024)
 - Film and Video Editors (27-4032)
- **Networking & Security**
 - Network and Computer Systems Administrators (15-1142)
 - Information Security Analysts, Web Developers, and Computer Network Architects (15-1179)
- **IT Support & Database Admin**
 - Computer and Information Systems Managers (11-3021)
 - Computer Support Specialists (15-1150)
 - Database Administrators (15-1141)
- **Programming**
 - Computer Systems Analysts (15-1121)
 - Computer Programmers (15-1131)
 - Software Developers, Applications (15-1132)
 - Software Developers, Systems Software (15-1133)

The four clusters represent a variety of occupations both within the ICT sector and without. Growth for all occupations is expected to increase both locally and regionally. Table 12 shows growth estimates for the San Francisco Metro Region, which includes three local counties. According to EDD employment data, it is expected that there will be approximately 6,000 openings per year in the region for these occupations, including both new and replacement jobs.

Table 12: ICT Clusters and Growth, San Francisco, San Mateo and Marin Counties

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
Multimedia & Design						
<i>Multimedia Artists and Animators</i>	1,080	37.6	108	68	176	\$34.74
<i>Graphic Designers</i>	1,280	31.8	128	125	253	\$30.96
<i>Film and Video Editors</i>	170	34.7	17	9	26	\$30.16
TOTAL:	2,530	26%	253	202	455	\$31.95
Networking & Security						
<i>Computer Specialists</i>	19,700	39.4	1,970	820	2,790	N/A
<i>Network and Computer Systems Administrators</i>	1,660	40.3	166	70	236	\$46.31
<i>Information Security Analysts, Web Developers, and Computer Network Architects</i>	2,010	37.4	200	80	280	\$48.92
TOTAL:	23,370	28%	2,336	970	3,306	\$47.62

Occupational Title	Employment		Annual Average			2012
	2010-2020 Difference	Percent Increase	New Jobs	Replacement Jobs	Total Jobs	Median Hourly
IT Support and DB Admin						
<i>Computer and Information Systems Managers</i>	1,680	29.8	168	86	254	\$72.25
<i>Computer Support Specialists</i>	1,680	27.5	168	161	329	\$32.81
<i>Database Administrators</i>	490	43.8	49	19	68	\$46.49
TOTAL:	3,850	23%	385	266	651	\$50.52

Programming						
<i>Computer Systems Analysts</i>	2,040	27.3	204	140	344	\$46.98
<i>Computer Programmers</i>	1,180	27.4	118	100	218	\$47.64
<i>Software Developers, Applications</i>	5,060	48.1	505	109	614	\$52.64
<i>Software Developers, Systems Software</i>	4,340	57.3	434	79	513	\$56.28
TOTAL:	12,620	30%	1,261	428	1,689	\$50.89

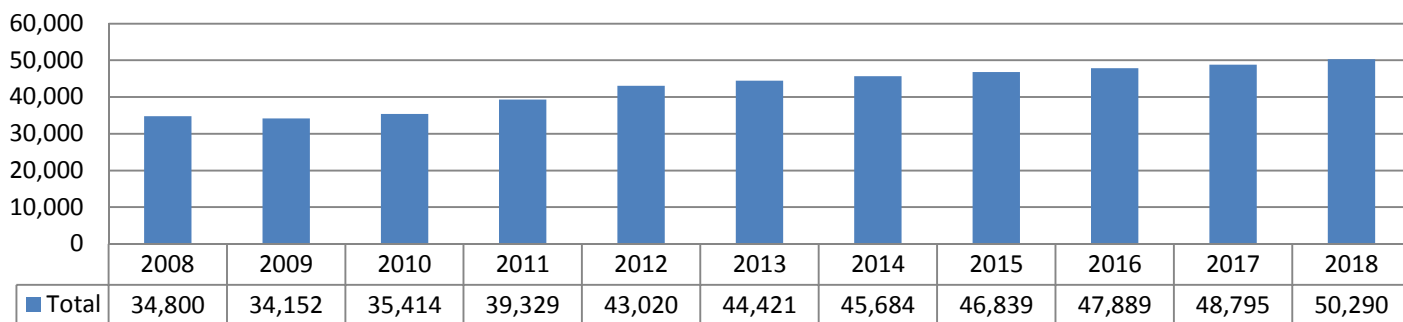
ALL ICT OCCUPATIONS	42,370	28%	4,235	1,866	6,101	\$45.24
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Source: California Employment Development Department, Labor Market Information Division

2.11.2.i. ICT Occupational Growth in San Francisco

Figure 22 shows all ICT occupations during the same time period with a consistent pattern of growth projected since 2009. Figures 4-7 show employment statistics for San Francisco City & County from 2008 and estimates through 2018 in the four occupational clusters. For all clusters and occupations, growth is projected for the next five years.

Figure 22: All ICT Employment - 2008-2018



Source: EMSI Complete Employment - 2013.1

2.11.3. Wages: Economic Security and Self-Sufficiency

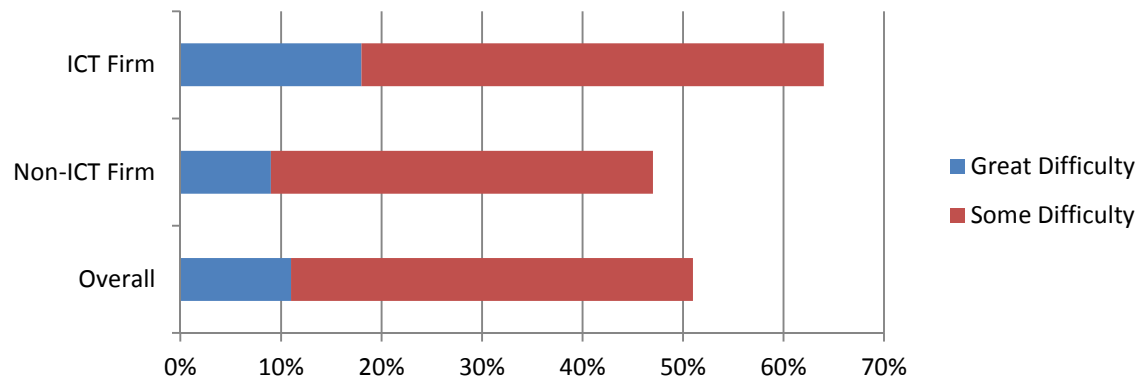
A brief scan of the median hourly wage for ICT occupations is enough to see that these jobs provide a pathway to economic security. The industry requires workers to be agile and lifelong learners, but in return it allows for self-sufficiency.

2.11.4. Required Workforce Skills: Employer Needs and Challenges

According to a recent MPICT study and input from our ICT industry advisory committee, 50% of employers state they have difficulty recruiting ICT workers with the appropriate skills and 11% state they have great difficulty (COE & MPICT, 2010). As figure 23 shows, the MPICT report differentiated ICT and non-ICT firms and found that ICT firms reported a greater difficulty recruiting applicants than the non-ICT firms. In addition, the report found that "ICT firms and Bay Area firms report

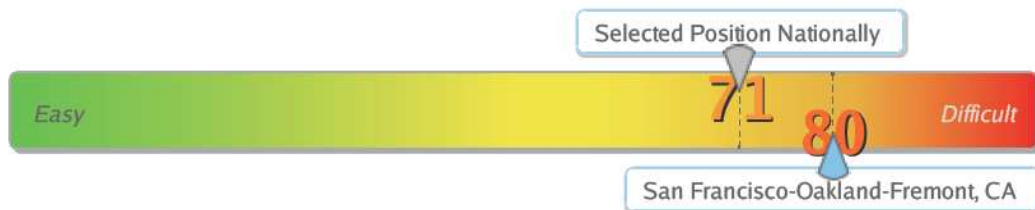
greater difficulty retaining ICT employees.” An additional finding from the study suggests that employers have a particular challenge around “finding competent and reasonably priced ICT consultants, temporary employees, and external services.”

Figure 23: Difficulties in Recruitment for ICT Occupations



Analysis done with Wanted Analytics supports this assessment, ranking the San Francisco Metro Statistical Area (San Francisco, Oakland and Fremont) as difficult on their hiring scale. The national average is 71 and the MSA is 80 showing that our local area employers have a greater difficulty sourcing qualified ICT workers than in other parts of the country.

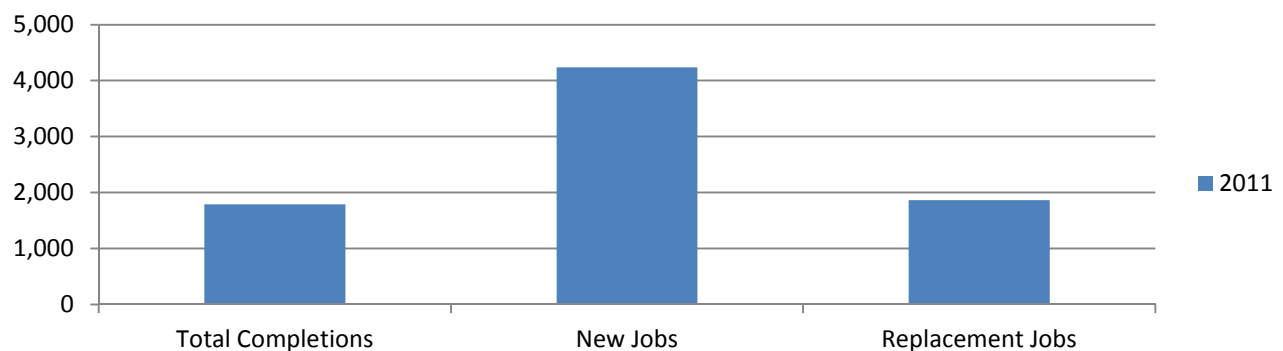
Figure 24: Hiring Scale for ICT Occupations in the San Francisco MSA



2.11.5. Education and Training Landscape

ICT education and training is not standardized across educational institutions or degrees. MPICT pointed out this diversity and refers to the education landscape as “chaotic” (COE & MPICT, 2013). Any attempt to outline a forecast for education completions to anticipated job openings will be flawed. However, in our scan of the landscape, we analyzed EMSI data on completions versus estimates of job openings and found that the demand for ICT workers will outpace the number of individuals graduating from educational programs. Figure 25 illustrates the disparity in 2011 (the most recent timeframe for which educational completions are available), when there were approximately 1,791 completions and approximately 6,000 job openings. While this data represent public institutions and four-year universities only, it suggests that the educational providers are not keeping pace with the needs of the ICT sector. (See appendix of list of education institutions included in this analysis.)

Figure 25: ICT Credential Attainment and ICT Job Openings



In addition to the local 2-year and 4-year institutions, many community based organizations provide ICT training.

2.11.6. Strategies for Meeting Employer Needs and Closing Skills Gaps

OEWD's TechSF economic and workforce initiative provides education, training and job placement assistance to both jobseekers and employers. Through an agile and responsive framework, innovative partnerships with employers, educators, training and community-based partners, TechSF provides career pathways to local residents and meets the needs of employers. TechSF offers a wide range of tech trainings and services to meet the needs of this rapidly changing industry, with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

3. Business Services Plan

With an eye to meeting the workforce needs of high demand sectors of the City & County of San Francisco and the regional economy, the Workforce Investment San Francisco (WISF) established four sector subcommittees to (1) develop recommendations for the WISF Business Service Plan, and (2) increase employer involvement in WISF activities. These sector committees are as follows:

- Construction Workforce Advisory Committee
- WISF Health Care Subcommittee
- Hospitality Initiative Roundtable
- TechSF Industry Advisory Committee

These subcommittees are designed to ensure that OEWD program models meet the needs of industry employers and jobseekers. They have oversight over the CityBuild Academy, HealthCare Sector Academy, Hospitality Initiative, and TechSF Initiative, providing industry recommendations to the WISF, including program or policy changes that would improve workforce services for the targeted sector. The committees validate industry employment projections, identify key skill requirements, evaluate and approve programmatic frameworks (particularly soft skills and contextualized training), and work with collaborating members to effectively streamline employment referral processes. (Notes from recent meetings each of these committees are included as an attachment to the Local Plan.) The chairperson for each of these committees reports on their meetings and goals to the full board of the WISF.

Additionally, the WISF has representatives from each of these sectors who also sit on the Sector Subcommittees:

San Francisco Priority Sector	WIB Board Representation
Construction	Nibbi Brothers, Webcor, Kent Lim Construction, Rubecon, Kwan Henmi Architecture/Planning, Santos & Urrutia Structural Engineers
Health Care	Saint Francis Memorial Hospital, Kaiser-Permanente, UCSF, San Francisco Department of Public Health
Hospitality	Golden Gate Restaurant Association, Hotel Council, Lowe's Home Improvement, Starbucks, Kimpton Hotels
Information & Communication Technology	Autodesk, Microsoft, Jawbone, Riverbed Technology, Salesforce.com, Zendesk, LinkedIn, Zynga, CBS Interactive

3.1. WISF Services to Local Businesses

Through its strategic planning, the WISF identified these four priority industries that have the capacity to grow the workforce, provide self-sufficiency wages, and are accessible to San Francisco residents. To effectively meet the needs of employers within these industries, the WISF has adopted a sector approach to workforce development. Sector strategies work with multiple employers within an industry, and create customized and targeted solutions to assist these employers to find qualified, skilled workers.

Using the sector strategy, services are provided to businesses and industry by OEWD Business Services staff and OEWD partner agencies. The OEWD Business Services unit offers the following services to businesses and industry:

- **Staffing services:**
 - Candidate screening and referral: Business Services staff connect businesses to a large pool of qualified candidates that have been recruited, trained, and prescreened for the skills and job duties that are required.
 - Use of OEWD's employer web portal, HireSF.org, to directly post job opportunities and recruit job seekers.
- **Tax Credit & Bonding programs:**
 - Consultation on numerous federal, state, and local hiring tax credits, and managing staffing risks through the use of free employee bonding programs.
- **Employee Training Services:**
 - On the Job Training: Business Services staff works with employers to identify candidates who are eligible for On-the-Job training.
 - Employment Training Panel Funds and Customized Training: Business Services Specialists assist employers with designing training for incumbent workers, facilitating search services for third party training providers, and connecting employers with funds to offset costs.
- **Downsizing and Layoff Aversion and Outplacement Services:** In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, helping affected employees quickly connect with Unemployment Insurance, COBRA, and One Stop services, such as job counseling, training opportunities, and job placement assistance. Quickly utilizing Rapid Response services helps ensure companies are compliant with state and Federal WARN Act requirements and also aids employees in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

Staffing Services	Growth Assistance	Rapid Response & Outplacement Services
<ul style="list-style-type: none"> • Job posting • HireSF.org • Candidate referral • Applicant screening • Hiring Events 	<ul style="list-style-type: none"> • Training/ On-the-Job Training/ Updated Skills Training • Tax Credit Information/ Referrals • Bonding programs • Employment Training Panel and Customized Training 	<ul style="list-style-type: none"> • Layoff Aversion <ul style="list-style-type: none"> ○ Early warning ○ Assessment ○ Rapid Response • Job Transition Assistance Services

3.2. Business Services Strategies and Action Steps

OEWD will work closely with employers and workforce system partners to implement the following strategies and action steps.

- Determine the employer needs in the local or regional area:
 - Continue to collect real-time labor market intelligence from employer customers, the WISF, and its sector subcommittees through surveys, interviews, and focus groups.
 - Identify in-demand occupational targets for education and training investments.
- Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop delivery system:
 - OEWD's Business Services unit will continue to coordinate with California Employment Development Department Wagner-Peyser services through the One Stop delivery system, Comprehensive Access Point (CAP- see p. 44, below). EDD and OEWD staff members collaborate on an ongoing basis regarding Rapid Response services and assistance to employers who are hiring. The manager of the local EDD office sits on the WISF and works with OEWD and its funded Access Points to provide assistance to employers who are hiring.
 - The Comprehensive Access Point's Business Services Coordinator supports a centralized, citywide Business Services program that targets permanent, temporary, First Source, and On-the-Job Training job development opportunities with employers throughout San Francisco. The Business Services Coordinator will provide workforce services to businesses and coordinate employment placement services to job seekers at the CAP.
 - Job development and placement are the ultimate goals of the Workforce Investment Act for both Adult and Dislocated Worker clients, and an effective Citywide Business Services strategy is a critical component of the Comprehensive Access Point. The Business Services Coordinator will work closely with businesses and Sector, Neighborhood, and WorkLink Access Points to plan and implement a spectrum of business services that leverage existing employer and industry partnerships and develop new ones.
 - The Business Services Coordinator will design service strategies that target industries prioritized in this plan, as well as small, medium, and large businesses. The Business Services Coordinator will use a demand-side approach to fulfilling the workforce needs of businesses (including current, emerging, and anticipated labor needs), demonstrating market-driven strategies to job placement services and responsiveness to the diversity of skills and experience of San Francisco job seekers.
 - The Business Services Coordinator will provide free workshops to the business community to be held at the CAP, such as small business tax tips and HR

- issues/guidance. These workshops provide a service to employers but also create opportunities for Access Point staff to educate employers about CAP site services.
 - The Business Services Coordinator will coordinate with existing business resources, such as OEWD's Office of Small Business and the Small Business Assistance Center, and will participate in and/or deliver training sessions given by OEWD staff topics such as tax credits and business development section initiatives.
- Leverage and braid other resources through education, economic development, and industry associations to support OJT and other customized training ventures.
 - The WISF currently leverages and braids other resources including Community Development Block Grant, San Francisco General Funds, funding from other city Departments including the San Francisco International Airport, the Municipal Transportation Agency, and the Public Utilities Commission to support OJT and customized training.
 - The WISF leverages educational resources from its partnerships with City College of San Francisco and San Francisco State University to support customized occupational skills training in the priority industries: Construction, Health Care, Hospitality, and Information & Communications Technology (ICT).
 - The WISF will further develop and implement the TechSF initiative and Workforce Innovation Partnership with a wide range of partners and will convene a skills panel in the ICT sector including regional WIBs.
 - The WISF will identify and pursue other funding opportunities to address specific sector-related employment and training needs.

3.2.1. Sector Strategies: Barriers, Skill Gaps, and Priority Sectors

Through the four Industry Sector subcommittees described above, as well as through gathering ongoing real-time labor market intelligence from its business customers, the WISF will conduct annual employer needs assessments for each sector to determine skill gaps in the available labor force, training and educational barriers that hinder job creation in the regional economy, and specific occupations within the priority sectors that will likely contribute to job growth. The results of these needs assessments will inform the future investments made by the WISF for training and educational programs. The WISF and its sector subcommittees will review LMI data to validate current sector strategies and occupational training investments.

3.2.2. Innovative Training and Partnership Strategies

The WISF will create and implement an outreach and marketing strategy to inform the business community about OJT and other customized training strategies. The Business Services staff will participate in employer events, Chamber of Commerce, industry association meetings, etc., to promote OJT and other customized training strategies.

As mentioned previously, the WISF convenes four sector sub-committees in Construction, Health Care, Hospitality and Information & Communications Technology to ensure that employers are able to provide direct input on program models, training curricula, career pathways, and to identify trends. These committees allow the WISF to continually engage employers in the workforce system so that services are based on demand-driven strategies.

3.2.3. The Workforce Innovation Partnership

The WISF will develop and deliver innovative, agile, and responsive solutions in education, training, and workforce services through its Workforce Innovation Partnership (WIP). The WIP will build on the TechSF Industry Advisory Committee and the foundation created by the TechSF Initiative to harness the unique economic and innovative power of the ICT sector to drive systems-level improvements in local workforce services. These local solutions will hold the potential to impact other sectors and regional, state and national workforce systems.

The WIP has three primary goals, each of which are operationalized by concrete action steps that will affect relevant workforce outcomes.

Goal 1: Develop a Local Innovation Engine that optimizes public and private sector collaboration, resources and expertise to build the capacity for continuous innovation within the public workforce development system. A robust public-private partnership will formally institutionalize a sustainable Innovation Engine powered by six interlocking components: 1) Workforce Innovation Council: a collective strategic leadership infrastructure; 2) Workforce Innovation Management Methodology: a disciplined approach to codifying and integrating new skills, tools and rules into individual, organizational and systems-level practices and processes; 3) Data Lab: a generator for real-time data and analyses that spark creativity and change; 4) Evidence: a rigorous program of evaluating and reporting on processes and outcomes; 5) Workforce Innovation Lab: an intensive innovation incubator that builds the knowledge, skills and drive to innovate among local workforce system providers; and 6) Learning Network: a public engagement strategy to spread knowledge about what works.

The Workforce Innovation Council, a new working group of the TechSF Industry Advisory Council, will identify and prioritize opportunities to improve the public workforce system, address barriers to workforce system-sector alignment, and pursue regulatory, policy and funding solutions related to these. The Council will include industry leaders Google, LinkedIn, Twitter, and Zynga, among others. It will task other components of the Innovation Engine to launch an industry-supported, agile development process, designed to catalyze and accelerate systemic change through conducting and evaluating rapid-turnaround pilot projects. OEWD will use what it learns to inform and support broader adoption of innovative practices and tools, and will share lessons learned with regional, state, and national workforce development systems.

Resources to fuel the Innovation Engine and support for pilot projects will be leveraged, in part, through the City's impressive roster of public-private sector IT initiatives, including: sf.citi (a San Francisco-based industry group representing over 400 Bay Area technology companies) and City2.0 (the Mayor's government innovation initiative); the TechSF Sector Initiative offering technical skills training to unemployed and incumbent workers; and other economic and workforce development strategies in place to stimulate sector growth.

Goal 2: Develop Local Talent to Close Skills Gap: The WIP will cultivate an adaptive, skilled pool of local talent to end talent wars, strengthen the sector, and enhance national and global competitiveness. It will coordinate workforce system providers, employers, and higher education partners (at local, regional and state levels) to develop and pilot hard- and soft-skills training focused on industry exposure opportunities, including work- and project-based learning, for credit or credentials. An employer engagement strategy, based on a highly successful engagement model, will coordinate and incent

employers' participation and investment in education-based workforce services that articulate new ways to enter career pathways, and arm jobseekers with the know-how to navigate the fluid, dynamic environment of the project-based workplace. The WIP will leverage resources from the CA Business and Entrepreneurship Center Program to pilot an ICT Entrepreneurship Incubator, providing vulnerable and disconnected jobseekers short-term, intensive instruction led by employers and industry mentors to help them pitch ideas, solve problems, generate opportunities for "gigs" or project-based work, and stimulate small business growth.

Goal 3: Create Agile Solutions that Transform Workforce Services: The WIP will transform workforce services in ways that increase access to education, training and employment opportunities for vulnerable and disconnected populations, cut costs, and increase system speed and responsiveness for employers and job seekers. Partners will apply an industry-supported agile development and project management processes to test user-designed service innovation strategies and emerging technologies, including social media tools, crowdsourcing, and mobile communications. Planned pilots will capitalize on text messaging strategies to more effectively reach vulnerable and disconnected workers; build career navigation tools accessible by employers, educators and jobseekers; and leverage existing city-employer sponsored hack-a-thon forums to address priorities identified by the Innovation Council.

These goals and objectives align with Governor's goals to build an industry-responsive, well-coordinated workforce development system.

3.2.4. Apprenticeship Strategy

OEWD has embedded a robust apprenticeship strategy in the CityBuild Academy, and achieved demonstrated results in helping local residents enter apprenticeships and obtain employment. CityBuild works closely with employers and unions to be responsive to their needs. The program has fully integrated the carpenter's pre-apprenticeship curricula into CityBuild, and has worked closely with the laborer's union on curricula; in fact, the lead instructor is from the laborer's apprenticeship program. In addition, OEWD has worked very closely with the Plasterers and Iron Workers apprenticeship programs on specialty trades training. The Carpenters, Laborer, Plasterers and Iron Workers Apprenticeship Programs are all DIR-DAS approved.

The WISF will continue to partner with and engage key stakeholders from labor, industry, education, and community to identify additional apprenticeship opportunities. OEWD will develop additional program activities to place job seekers in apprenticeship programs.

3.2.5. Rapid Response Strategies

In order to provide the most comprehensive set of Rapid Response services, the WISF will:

- Create and implement an outreach and marketing strategy to inform the business community about Rapid Response and other business services. OEWD will promote its Rapid Response and other Business Services through the WISF and its sector subcommittees, and its ongoing relationships with business partners. OEWD's Business Services staff will participate in employer events, Chamber of Commerce, industry association meetings, etc., to promote Rapid Response and other Business Services.
- Work in collaboration with the State WIB, EDD, and other local WIBs to develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides

rapid transitions to new employment minimizing periods of unemployment. (Please see Section 4, Adult Strategies, for details on the layoff aversion strategy.)

- Continue to partner with the local office of the California Employment Development Department to meet with companies projecting or planning layoffs to ensure they are aware of Rapid Response, Business Services, WIA services, and the TAA program application process.

3.2.6. Performance Metrics

Placement in Unsubsidized Employment is the primary performance goal for Business Services. In order to gauge the effectiveness of services provided to business, on behalf of the WISF, OEWD will:

- 1) Administer a performance tracking system that includes weekly reports on staff activities including but not limited to 1) outbound calls to employers, 2) appointments set with employers, 3) employer presentations given, 4) employer job openings posted, 5) employer job openings filled, and any other necessary indicators of meeting performance expectations.
- 2) Collect data and report on process measures including but not limited to the following areas:
 - a) Increased market penetration of the CAP/Access Point System, resulting in higher number of repeat customers and new customers (Employers).
 - b) Increased system capacity with better trained staff.
 - c) Process goals such as:
 - i) The number of employer outreach calls, visits, etc. made by each Job Developer,
 - ii) The number of job openings developed (as opposed to job leads-those previously published or found online, in the newspaper, etc.),
 - iii) Participant and employer satisfaction survey results.

4. Adult Strategies

The WISF is updating the traditional One Stop service delivery model to better meet the workforce needs of diverse neighborhoods, communities, and employers. This Local Plan sets out a new framework for organizing the delivery of workforce services that will increase the number of San Francisco residents who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, disabled individuals and other at-risk populations.

The WISF has agreed to invest in a number of key program areas that will strengthen the foundation of this vision. The WISF serves its adult customers through three different types of Access Points to plan, coordinate, broker, and provide workforce development services. The three types of adult Access Points are:

- 1) A single Comprehensive Access Point
- 2) Industry/Sector Access Points
- 3) NeighborhoodWorks Access Points

The Access Points provide a framework for service delivery and implementation of the Adult Strategies. The Access Point framework ensures that providers and jobseekers are exposed to career pathways through a variety of sources, mechanisms, and pedagogy.

The following examples are provided: Access Points utilize online technology to educate both providers and jobseekers by training Sector Specialists to use and share career navigation sites such as the Healthcare Virtual Career Network; it will develop career navigation sites in other sectors based on a similar framework. In-depth Industry Overviews are provided through Sector Access Points. Sector Access Point coordinators provide orientations, information and individual assistance to jobseekers on career pathways at the adult (and young adult) Access Points. Sector Access Points also provide intensive career awareness training and counseling services from Sector Specialists with real experience or advanced knowledge in the industry. All Access Points also offer work-based learning opportunities for participants that are designed to offer exposure to career pathways information through mentoring and hands-on experience.

In order to enhance service delivery and design a more comprehensive workforce system that provides multiple entry points and career pathways towards employment and self-sufficiency, the WISF partners with various local entities to realize educational systems change and education/industry alignment. As an example, OEWD has partnered with education policy non-profits to map systemic barriers to jobseeker access, education completion, and job placement in order to pinpoint areas in which to implement system interventions in partnership with local educational institutions that will result in more jobseekers gaining access to career pathways, completing training and job readiness programs, and attaining employment in the local ICT industry.

4.1. Comprehensive Access Point Strategy

The Comprehensive One Stop Access Point (CAP) will serve as a centralized entry point and resource for all workforce system services. Services offered through the Comprehensive Access Point will be organized along four program components to provide enhanced coordination and support for: 1) job search and placement; 2) assessment and education; 3) job transition assistance; and 4) business services activities.

The CAP will work with all mandated partners to implement and manage WIA Title I Services. The CAP partners will collaborate to effectively innovate on the WIA program model in order to provide enhance services for job seekers and the business community. The CAP serviced delivery model will focus on assisting individuals with career exploration, job readiness training, attainment of educational goals and unsubsidized employment, and helping individuals enter long-term career pathways through a range of education and training programs leading to industry-recognized certifications and degrees.

4.2. Adult Basic Education and Transition to Postsecondary Education

4.2.1. The Comprehensive Access Point - Assessment and Education Services Coordinator

The Comprehensive Access Point - Assessment and Education Services Coordinator will provide a range of academic assessment services at the CAP to identify job seekers' academic skill levels and academic readiness for sector training and employment. The Assessment and Education Services Coordinator will also recommend and link participants to appropriate accredited and approved academic skills providers, including Five Keys Charter School. In addition, the Assessment and Education Services Coordinator will coordinate assessment and education services across Access Points citywide with the focus on ensuring academic skills are consistently assessed, addressed and coordinated throughout the workforce system. In all, the Assessment and Education Services Coordinator will:

- 1) Coordinate the delivery of academic assessment and skill-building services across the network of Access Points.
- 2) Coordinate requests from all Access Points for academic assessment and services provision.
- 3) Provide academic assessment services to Access Point clients as requested.
- 4) Conduct initial needs assessments for academic services in conjunction with Access Point staff and clients to design services structure (services offered, service dosage, program format and content, etc.)
- 5) Ensure academic assessments and services provided in workforce training programs are relevant and consistent across the workforce system.
- 6) Coordinate, connect and link Access Points to approved academic skills providers, including Five Keys Charter School. Support the development of MOUs, when applicable.
- 7) Work with Access Points to define and monitor participant academic progress.
- 8) Assist Access Points with any challenges they are facing with connecting to/maintaining communication with partners for academic services.
- 9) Set up systems for GED testing, including coordinating GED testing and supporting testing fees.
- 10) Provide technical assistance/capacity building on educational services and education/employment integration.

4.2.2. Sector Bridge Programs

San Francisco's Sector Bridge Programs will prepare participants with basic education and technical skills that are contextualized around a specific industry sector leading to an articulated path to postsecondary education/degree, further industry-recognized sector training (with certification) or unsubsidized sector-related employment. Bridge programs will serve as a feeder to postsecondary education and degree attainment and/or four of the Sector Access Points in Construction, Hospitality, Healthcare, or Information and Communications Technology. Bridge Programs will blend post-secondary education enrollment and financial incentives with employment so that participants can build education credentials while learning skills and earning money.

Transition services are also necessary to ensure participants are job-ready and will be successfully placed in unsubsidized sector-related employment or enrolled in a post-secondary degree program or Sector Employment and Training Program.

- 1) Sector Bridge Planning and Collaboration
 - a) Develop research-based occupational programming that is closely aligned with the knowledge, skills and competencies necessary to obtain industry certification and success in the workplace.
 - b) Ensure occupational training is employer-driven, meets local and industry labor market needs and is connected to employment opportunities in a specific sector or related sectors.
- 2) Sector Bridge Program Design, Coordination and Implementation
 - a) Develop and implement an Individual Service Strategy (ISS), including measurement of basic math and reading skills (pre and post training). ISS should also include transition services that provide participants with information and assistance they need to successfully navigate and succeed through next steps following completion of Sector Bridge Program.
 - b) Implement innovative approaches to classroom-based facilitation to assist in preparing for participants for post-secondary education, enrollment in Sector Programs or placement into sector-related unsubsidized employment. Strategies include the following:

- i) Implementation of non-conventional learning strategies.
- ii) Innovative delivery methods such as accelerated learning, online learning and experiential learning.
- iii) Incorporation of soft skills and aspects of career development such as career exploration, career goals and pathways and education planning.
- iv) Contextual work-based learning that integrates basic language and math with exposure to Occupational studies.
- v) Flexible programming to meet the needs of individual learning styles.
- c) Develop sector-specific paid internship or mentorship opportunities during or upon completion of training.
- d) Develop formal transition linkages, or articulated agreements, to higher education and/or advanced job training leading to a certificate/degree, including the City's Sector Programs.

4.2.3. Sector Access Points – Career Pathway Programs in Demand Industries

Creating career pathways that support the ability of workers to attain the industry relevant skills employers are looking for is key to job mobility and advancement in the San Francisco labor market. Career pathway approaches cut across learning at the K-12 and post-secondary levels incorporating the needs within specific industry sectors and resulting in post-secondary degrees and/or industry-recognized credentials. This approach requires ongoing partnerships among educators and employers. Examples of actions taken by OEWD using a career pathways framework include: creating career pathway maps, building bridge programs that help low-skill learners engage in the pathways, and integrating basic skills development with academic/occupational learning.

The WISF supports coordinated career pathway programs and workforce employment and training services in several priority industry sectors that have been identified through its strategic planning process. The WISF Sector Strategy is designed to improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunities for job seekers. Sector Access Points are designed to provide job seekers with a full spectrum of services necessary to develop industry skills, experience and knowledge, and secure unsubsidized sector-related employment while accessing all services available through the workforce system and linkages to post-secondary education. The WISF has targeted significant resources to Sector Access Points to ensure skills attainment goals while also meeting the minimum expenditure levels on workforce training services, as required by the Workforce Training Act.

The San Francisco workforce system utilizes the evidence-based “Career Pathways” model developed by the Workforce Strategy Center in order to map career pathways within and across industries. The model relies on community colleges to play a linchpin role in the preparation of participants for available jobs, yet the success of the model is based on the ability to collaborate with industry to design feasible, navigable and articulated pathways that provide access and upward mobility towards full-time employment and self-sufficiency. Industry-driven career pathways are informed by real-time intelligence offered through the WISF sector subcommittees in Construction, Healthcare, Hospitality and Information and Communications Technology, sector-based data analysis and research led by industry and educator affiliations (e.g. Centers of Excellence), and intentional collaboration and information sharing among education, training and community-based providers to help participants realize success.

OEWD has analyzed labor market information in the region and identified the following sectors and occupations as most likely to provide career pathway opportunities for San Francisco residents:

Construction The OEWD's CityBuild Program is the most established Sector Program. CityBuild offers two distinct construction training programs, which are operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration Training Program (CATP) prepares candidates to perform back office functions on construction sites or home base offices. CBA and CATP have established eligibility requirements and industry specific service delivery models that successfully prepare candidates to enter the construction industry. CityBuild has memoranda of understanding with local apprenticeship training programs.

Healthcare The healthcare industry and healthcare occupations have been identified both nationally and locally as a priority for workforce investment due to stable and/or increasing demand for new workers, replacement of retirees, and skills development in response to new technologies and treatment options, as well as evolving service delivery options (including local healthcare initiatives). Because the healthcare sector encompasses occupations in such a wide variety of settings and requiring various levels of education and skill it presents excellent opportunities for a broad spectrum of San Francisco's jobseekers. OEWD's HealthCare Academy offers training in healthcare occupations that are currently in demand, including Personal Caregiver, Home Health Aide, Certified Nursing Assistant, and Medical Administrative Assistant, preparing jobseekers for entry into the Healthcare Industry. The Healthcare Academy provides occupational skills training, work experience opportunities, job skills training and placement assistance to training participants. In addition, the Academy offers job search skills training, placement assistance and career advancement services to health training program students and alumni of City College of San Francisco and other jobseekers in the healthcare field.

Hospitality San Francisco is a vibrant tourist destination with more than 200 hotels and 3,000 restaurants, making the hospitality industry central to the strength and vibrancy of the City as the largest industry and the second largest employer in San Francisco. OEWD's Hospitality Initiative is committed to providing employment opportunities for San Francisco residents in this growing sector, while being actively responsive to employers' training and employment needs. As part of the Hospitality Initiative's Sector Strategy, OEWD has identified four priority sub-sectors of the hospitality industry that have a demand for a qualified workforce across skill levels. These include: Events and Conventions, Facilities Maintenance, Food and Beverage, and Guest Services. The Hospitality Initiative provides assessment, occupational skills training, job readiness, job search and placement assistance to job seekers.

Information and Communication Technology (ICT) TechSF is a citywide economic and workforce initiative that provides education, training and job placement assistance to both jobseekers and employers, and in doing so, helps everyone involved benefit from the major expansion and growth of local technology companies, startups and new jobs being created. The initiative has existing employer, education, training and community-based partners that provide collaborative services to jobseekers and employers in tech occupations across sectors. As part of the TechSF career pathways strategy, OEWD has identified the following occupational clusters: Multimedia, Tech Support & Administration,

Computer Programming, and Networking & Security. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and individuals who are currently underrepresented in the IT sector.

Targeted Industries	Example Occupations
Construction	Construction Trades, Bookkeeper, Human Resources Assistant, Construction Office Assistant, Document Reviewer, Surveyors, Project Managers, Estimators
Health Care	Home Health Aides; Medical Assistants; Medical Office Assistants, Medical Coding & Billing Specialists, Patient Care Assistants; Nurse Assistants & Personal Caregivers
Hospitality	Cooks, Facilities Maintenance (Janitorial), Counter Attendants (Dining Room, Cafeteria, Deli, Bar, Fast Food), Restaurant Servers, Guest Services (Hotel Desk Clerk, Reservations Agent) Catering Event Staff, Restaurant Servers; Customer Service Representatives (Retail Salespersons)
Information & Communications Technology	Computer and Information Systems Managers; Computer Support Specialists (e.g. Tech Support); Security Specialists; Computer Systems Analysts; Computer Software Engineers; Network Systems and Data Communications Analysts; Audio and Video Equipment Technicians; Web Designers; Graphic Designers; Multi-media Artists and Animators.

Other Sectors While the sectors listed above are workforce system priorities, OEWD will track and target other industry sectors that are in-demand and provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency. Examples may include Retail, Manufacturing, Professional and Technical Services, Administrative and Support Services, and the Public Sector. In order for OEWD to consider the development of additional Sector Programs, proposed services must include labor market data and real-time intelligence to document job demand.

4.2.4. Sector Access Points Strategies

San Francisco's Sector Access Points strategy is designed to (1) increase the number of career pathway programs in demand industries, and (2) increase the number of unprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations.

OEWD will take the following steps to successfully implement this strategy:

- 1) Planning and Collaboration
 - a) Convene and staff the sector specific Subcommittees of the WISF (Workforce Investment Board-San Francisco) that are made up of key employers and other stakeholders with connections to the industry sector. These subcommittees develop recommendations for the Business Services plan to the WISF, which articulate industry-specific workforce needs and inform the design and development of the career pathway programs in demand industries that are affiliated with the Sector Access Point programs.
 - b) Collaborate with all of the Sector Program partners (e.g., employers, community colleges, community-based organizations), and serve as the convener and leader in service coordination

and implementation of career pathway program activities. This includes initial outreach, recruitment, assessment and referral for Sector Program services.

- c) Streamline employer engagement and client job referral processes. Design, support or implement business services component to develop job leads with key sector employers and distribute leads to Sector Program partners, ultimately referring candidates to employment opportunities.
- d) Create and implement a business plan for each Sector Program which includes a detailed business strategy and a program implementation strategy. The business plan will include a detailed fund development strategy, which is critical to the long-term sustainability of the Sector Program. Funding strategies may include: industry contributions, competitive grant funding solicitations, philanthropy, fee for service options, etc.
- e) Conduct career pathway program design, coordination, and implementation activities in partnership with community colleges and community based organizations. Incorporate any and all strategies, priorities, program structures, eligibility requirements and/ or other specific policies and procedures that OEWD has already developed, identified, or implemented for their specified sector(s).

2) Sector-Specific Job Readiness Training

The Sector Access Center/Coordinator will develop a sector-specific customized Job Readiness Training curriculum based on industry requirements. The program will be implemented across access points to increase the number of unprepared job seekers and displaced workers who enter education and training programs in demand industries and occupations. Curriculum Components of the Job Readiness Training will be sector specific and adaptable to the range of job readiness of the recruited job seekers, and include:

- a) In-Depth Industry Overview: Overview of the industry that includes LMI, subsector occupations, career pathways, and employment eligibility requirements.
- b) Career Exploration for Demand Occupations/Industries: Job seekers learn how to conduct career exploration within the sector, gather information about career options and develop an understanding of employer expectations, work culture and norms.
- c) Sector Soft Skills: Attainment of the soft skills which are essential for specific Sector Program. For example, for Hospitality/Retail Sector, a major component of curriculum will be customer service skills.
- d) Life Skills: This includes goal achievement, development of support systems, and balancing work and home.

3) Business Services

Implement the business services plan and engage employers throughout the planning and implementation process. Sector-specific business services responsibilities and activities include:

- a) Convene WISF Sector-Subcommittees to conduct labor market research and obtain real-time intelligence from employers and other stakeholders. Develop articulated career pathways and industry-aligned curricula. Develop employer engagement strategies to effectively attain industry job leads.
- b) Develop and implement a system for generating and distributing job leads to Sector Access Point partners, referring appropriate candidates accordingly.

- c) Provide direct placement services for entry-level to advanced skilled job seekers; requiring sector specialists with advanced knowledge of industry training, employment and entrepreneurship information and other sector resources.
 - d) The Sector Access Center Coordinator will work closely with OEWD's Business Services Unit to leverage first-source local hiring agreements, OJT opportunities, hiring tax credits, federal bonding program services, and other business service strategies.
 - e) The Sector Access Center Coordinator will also be responsible for administering satisfaction surveys of employers regarding their participant hires.
- 4) Occupational Training and Curriculum Development:
- a) Design and deliver an Occupational Skills Training curriculum customized to meet industry requirements and successfully prepare participants for career pathways in sector occupations. These identified occupations should be based on quantifiable current employer demands and future labor market trends.
 - b) Develop a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Career Pathway program based on quantifiable current and future employer demand for the identified occupations
 - c) Validate and customize the curriculum to meet the requirements identified by WISF, OEWD, associations, unions, employers and Sector Program partners.
 - d) For programs whose primary populations are monolingual, integrate VESL classes into program components including JRT and Job Search Skills classes. Academic content must be imbedded into curriculum for programs whose primary populations have ABE needs.
 - e) Expand experiential learning including internships, externships and credit-based learning.
 - f) Minimum Qualifications for Occupational Training programs funded by WISF:
 - i) A regionally or nationally accredited institution of higher education; or ETPL Certified; or have the capacity to become ETPL Certified before the start of the training date.
 - ii) Provide a curriculum that leads to industry-recognized certification and skill development in coordination with post-secondary community college occupational course offerings.
 - iii) Demonstrated capacity to customize curriculum to meet industry requirements.
 - iv) Demonstrated history of successful placement of trainees into training related employment.
 - v) Provide or have access to the provision of financial aid, ABE, ESL, tutoring, career counseling, job placement assistance, GED assistance and other support services.

4.2.4.i. Performance Measures

The WISF has set performance goals for the Sector Access Points on the following measures:

Performance Measure	OEWD Performance Goal
Placement in Unsubsidized Employment	70-76% of all participants and 85% of participants that complete occupational training.
Placement in foundation skills training, advanced training or post-secondary Education	85% of participants enrolled
Attainment of a Degree/Certificate (State/Industry recognized) prior to program completion	65-85% of participants enrolled in advanced training or post-secondary education
Literacy and Numeracy Gains	55-65% of participants who are basic skills deficient (skills below 8 th grade) who are placed in foundation skills

	training
Retention in Placement	75-85% of all participants placed in unsubsidized employment

4.2.4.ii. Interim Program Measures

Output, or process, data for all proposed programs and services must be consistent with the measures and definitions provided below. Interim program measures are designed to assess progress in planning and implementing services offered by training providers and other funded grantees. Interim program measures differ from outcome measures and interim participant measures in that they track activities undertaken by grantees to achieve outcomes, rather than the outcomes themselves.

Training providers are required to submit monthly reports on the interim program measures outlined in the following table, as applicable to their programs and services.

Measure	Indicator	How Documented
Recruitment	Number of individuals reached through recruitment activities	Program records of numbers of individuals reached through each activity
Eligibility Determination	Number of individuals who were assessed for eligibility	Program records of eligibility assessments
Participants enrolled	Number of participants enrolled in the program	Records of participants enrolled
Individual Service Strategy or Individual Education Plan	Number of participants with a complete Individual Service Strategy (ISS) or Individual Education Plan (IEP)	Completed ISS/IEP document with well-articulated and measurable goals in program records
Attendance	Number of participants who have at least an 80% record of program attendance	Program attendance records
Completion	Number of participants who complete/graduate from the program	Program records including completion/graduation requirements, enrollment date and completion/graduation date

4.2.5. Neighborhood Access Points

Many job seekers require more than workforce services to achieve economic stability. Many of San Francisco's low-income residents, in particular, face challenges that prevent them from meeting eligibility requirements and completing occupational training programs and securing employment. Workforce services are critical to economic stability, but individuals and families often need help with additional education and supportive services in order to succeed. Examples of barriers to full program participation and completion may include:

- 1) Valid driver's license
- 2) Education, including reading/math literacy, GED
- 3) Mental Health/Substance Abuse
- 4) Criminal Histories
- 5) Child Care

- 6) Transportation
- 7) Limited English language skills
- 8) Homelessness/Housing
- 9) Personal Safety (e.g. domestic violence, gang affiliation, turf restrictions)

A key component of the Adult Strategy is the implementation of NeighborhoodWorks Access Points that will build on established neighborhood-focused programs and services to serve as a point of entry into the public workforce system. The NeighborhoodWorks Access Points will:

- Host a dedicated Employment and Training Liaison.
- Provide wrap-around support and related services to assist jobseekers address and overcome significant barriers to employment.
- Prepare and support low-income residents in building their foundation skills and proficiency in core workplace competencies, including work preparedness skills.
- Connect work ready jobseekers to employer(s)/employment opportunities and to approved vocational skills training providers/training opportunities.
- Conduct outreach and recruitment strategies that may include partnering with schools, agencies and organizations that can identify targeted groups of neighborhood residents and connect them to the Access Point; employing dedicated staff and/or peer outreach workers; and participating in relevant community events or information fairs.
- Work in partnership with approved academic skills and Adult Basic Education providers to serve job seekers with limited academic skills and/or English proficiency.
- Provide a continuum of job readiness training (JRT) services customized to neighborhood needs and aligned with OEWD approved job readiness curricula.

4.2.6. Workforce Service Delivery Modules

All Access Points will offer a range of workforce service modules that are: consistent with the goals and objectives of the Access Point through which it is offered; aligned and coordinated with the other required and optional service modules offered through the Access Point; and tailored and targeted to meet service priorities and outcomes for individuals being served. Please see the appendix for a description of each service delivery module

4.3. Layoff Aversion Strategy

Layoff aversion requires collaboration among partners with different capabilities and funds. The Department of Labor's Employment Training Administration believes that "states are in the best position to create the policies and procedures for identifying a potential layoff situation, which will then guide local areas in designing layoff aversion programs." Some states have had success with early indicator systems that are helpful in assessing an at-risk company. OEWD maintains an active business retention strategy through which it may discover signs that a business is in trouble. The WISF will work in collaboration with the State WIB, EDD and other local WIBs to develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment.

San Francisco's Layoff Aversion Strategy will include the following action steps:

- 1) Early identification of at-risk companies

- a) Employer issued WARN notifications
 - b) Tracking news from media outlets that report business and economic activities
 - c) Collaboration and information gathering with Chambers of Commerce, Small Business Development Centers, Community-Based Organizations, unions, industry associations, WIB members, and others
 - d) Exchanging information among local areas and with the state about potential dislocations
 - e) Evaluation of LMI data to identify potential at-risk sectors and businesses
- 2) Assessing the needs of such companies
- a) Implement rapid response questionnaire on number and type of employees affected
 - b) Review Dunn & Bradstreet data and Company Annual Reports to gather information on affected companies
 - c) Identify similar companies that are not at risk that may be able to absorb affected workers
 - d) Direct contact with impacted businesses or workers to initiate services
- 3) Delivering services to address risk factors
- a) Connect companies to the Employment Training Panel and other resources for Incumbent Worker Training
 - b) Linking companies and union leaders with local Economic Development and business retention officials to explore alternatives to layoffs, investors and other financing resources.
 - c) Referral to federal and state resource that might be used to avert a closure or mass layoff (e.g., Department of Commerce, Trade Adjustment Assistance, California State Business Tax Relief)
 - d) Promote the use of First Source Hiring, Enterprise Zone, Payroll Tax Credits and other incentives
- 4) Rapid Response Services
- a) Gathering information about the business and the occupations of its affected employees.
 - b) Coordinating an employer-paid private “outplacement” service with local One Stop services.
 - c) Offering group employee orientation sessions about the services available through local One Stop Career Centers, including on how to apply for unemployment insurance benefits.
 - d) Organizing on-site job fairs to link job seekers with recruiters from other businesses.
 - e) Partnering with One Stops and community based organizations that provide:
 - i) Job Clubs (self-help training and support for job seeking)
 - ii) Stress counseling for individuals, and
 - iii) Financial counseling, or
 - iv) Other services to address employee or family needs.
 - v) Distributing information to employees on job prospects and occupational demand (labor market information in the local area)

4.4. “Earn & Learn” Models

Both research and practice strongly argue that deepening the deliberate connectivity of work and learning will increase the success both of learners of all ages and of city employers. Integrating work and learning means focusing on how the context of work can support and accelerate learning and how learning can be structured to ensure workers possess the skills their employers need. This approach can take many forms. Apprenticeships and internships are part of this approach, as are a myriad of company-based learning strategies undertaken at the workplace. Many work-based learning strategies

center on improving K-12 student success, while others center on the learning needs of those already in the workforce. The industry sector Access Points launched by OEWD are an important strategy for identifying and solving workforce needs in key industries through multi-firm partnerships with education and community organizations. Access Points offer an opportunity to leverage and existing program infrastructure and policy momentum to increase the use of work-based learning strategies.

San Francisco will expand the availability of and participation in “Earn and Learn” models such as apprenticeships, OJT, and other customized training where workers can build skills while working.

4.4.1. Apprenticeships and Paid Work Experience

CityBuild Academy began in 2005, in an effort to centralize citywide efforts to develop employment opportunities for San Francisco residents in the construction trades. This pre-apprenticeship program is offered by OEWD in partnership with the Building and Trades Council of San Francisco, City College of San Francisco, and local community based organizations. The WISF has several board members representing the trades and a Construction Advisory Committee, and is well connected to apprenticeship programs to refer adult job seekers. The WISF and partners will explore how the apprenticeship model can be adapted and implemented in other priority sectors, including Health Care and Information Technology.

The WISF will create additional paid work experience through internship programs that are part of the Sector Access Points. Both the Health Care Academy and TechSF have subsidized internships built into the occupational skills training that will be expanded in the coming years.

4.4.2. On the Job Training

The WISF currently offers an OJT program in which on-the-job training is provided by an employer to a participant paid to engage in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer.

The WISF will create new On the Job Training contracts especially targeting in-demand industry sectors in coordination with Sector Access Point providers. Services will identify the occupational demands in the target industry, average wage for target occupations, and the skills needed for successful placement of program participants in OJT positions. This will be done through the following action steps:

- Develop an outreach strategy for engaging employers in the OJT program;
- Coordinate site visits and communications with Access Points;
- Develop industry-sector specific opportunities; and
- Conduct check-ins and follow-up with employers to continuously assess and improve services.

4.4.3. Other Training Services, including Individual Training Accounts and Customized Training

These services will be designed to provide individuals with skills to enter the workplace and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs
- On-the-Job training
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurship training
- Job readiness training
- Adult education and literacy activities in combination with services described above
- Customized training.

The Sector Access Points will choose available training providers listed on the California State Eligible Training Provider List that are related to participant's interest as determined through the assessment, but the WISF also requires training funds be used for occupations in priority sectors for which demand can be documented. Training services are purchased from eligible training providers selected from the state list in consultation with Sector Career Advisors. The ITA program will follow WIA program guidance, and provide participants information on eligible training services providers, how the local area is performing on local performance measures and other additional performance information with respect to the workforce delivery system in the local area.

5. Youth Strategies

5.1. Overview of San Francisco's Youth

San Francisco's innovation economy has led the city's strong recovery from the Great Recession – but it has also led to an increasingly polarized workforce, with rapid growth in both high-wage and low-wage employment and a decline in middle-wage employment.

At the same time, San Francisco continues to cement its status as one of the most expensive American cities in which to live, with the fourth highest cost of living in the country according to data from The Council for Community and Economic Research.

Coming of age in the midst of these local economic realities, San Francisco's youth face special pressure to obtain the degrees and skills necessary for employment in high-wage industries. Yet too many San Francisco youth fail to even graduate from high school. According to the San Francisco Unified School District, in 2011-12 one in every ten high school students dropped out of school.

It is unsurprising, then, that data from the 2011 American Community Survey estimated an unemployment rate for San Francisco youth ages 16-19 to be three times higher than the overall city unemployment rate, and an unemployment rate for San Francisco youth ages 20-24 to be over one-and-a-half times as high. Further, the San Francisco Department of Children, Youth, and Their Families

estimates that over 7,000 San Francisco youth ages 16-24 are “disconnected,” neither employed nor in school.

5.2. WISF’s Vision for Serving Youth

The WISF’s Youth Strategies are anchored in building partnerships across the education and workforce systems to effectively re-engage disconnected youth in education and work – with an emphasis on at-risk youth and those from low-income communities.

The goals of these partnerships are to:

- Reduce high school dropout rates;
- Help young adults understand career pathway options and graduate prepared for postsecondary vocational training, further education, and/or a career; and,
- Encourage the attainment of post-secondary degrees and other credentials valued by local and regional employers.

Additionally, San Francisco’s Youth Council has approved the following policy priorities:

- Synchronization of City funding streams: Align City funding sources to the fullest extent possible to make the system work more efficiently and effectively.
- “No Wrong Door” Access: Consistent with the Young Adult WorkLink strategy, make it easy for young people to be assessed, supported, and to navigate the system.
- Learning from Data: Use findings from data to improve the overall system.

Rooted in the aforementioned goals, the WISF has established four core action steps, with corresponding strategies, outlined below. Each of these strategies is described in more detail following the table.

ACTION STEPS	Policy and Program Strategies							
	Bridge to Success Partnership	TAY Task Force	Youth Council	WISF	CTE Partnership	Young Adult WorkLink	RAMP	Sector Bridge
1. Partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery.	X	X	X	X	X		X	X
2. Partner in developing and executing strategies to re-engage disconnected youth	X	X	X	X		X	X	X
3. Partner with employers, education and others to help youth understand career pathway options.	X		X	X	X		X	X
4. Encourage youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector	X	X	X	X	X	X	X	X

5.3. Policy Strategies

5.3.1. Bridge to Success

OEWD will continue to participate in San Francisco's Bridge to Success (BtS) initiative. This initiative brings together the City and County of San Francisco, the San Francisco Unified School District (SFUSD), City College of San Francisco (CCSF), and key community organizations to promote postsecondary success for underrepresented students.

The goals of the partnership are to create shared ownership of the responsibility for postsecondary attainment and to build a coordinated strategy to define on the ground changes needed to make a real difference in the lives of youth.

The Initiative has identified four major points where students are being lost:

- Loss point #1: Between 9th and 12th grade about 1,500 students drop out or leave SFUSD and do not complete high school
- Loss point #2: About 1,000 SFUSD graduates do not enroll in a post-secondary program
- Loss point #3: Up to 920 SFUSD graduates are placed in a remedial math or English course once they start at City College
- Loss point #4: About 650 SFUSD graduates at City College do not complete their chosen course of study within 5 years

To help address these loss points and promote postsecondary success, the Initiative works with the John W. Gardner Center for Youth and their Communities. The Center provides quantitative research and analytic support to assist the initiative in making informed policy or programmatic changes designed to improve youth outcomes. To date, the following publications have been developed:

- Math Placement Acceleration Initiative at the City College of San Francisco Developed with San Francisco Unified School District ([Issue Brief](#))
- English Articulation Between the San Francisco Unified School District and the City College of San Francisco ([Issue Brief & Snapshot](#))
- Secondary to Postsecondary Transitions for Youth in San Francisco Unified School District ([Issue Brief & Snapshot](#))
- Supporting the Transition to Postsecondary Education ([Snapshot](#))
- Developing Early Warning Indicators for the San Francisco Unified School District ([Issue Brief & Snapshot](#))
- Math Articulation Between the San Francisco Unified School District and the City College of San Francisco ([Issue Brief & Snapshot](#))

5.3.2. Transitional Aged Youth Task Force

OEWD will continue to participate in Transitional Aged Youth Task Force (TAY-SF) to define key program and policy improvements needed to improve the education, workforce, housing and health outcomes for transitional aged youth (TAY) in San Francisco.

Last year, Mayor Edwin M. Lee issued a policy directive to city departments serving transitional aged young people (aged 16-24) to identify deputy-level staff to work in developing citywide service priorities; assisting with interdepartmental coordination and planning; and in creating performance

measures and data collection systems to monitor the progress that the City will make in serving its most vulnerable youth and young adults. Primary TAY-serving City departments include the following:

- Department of Children, Youth & Their Families (DCYF)
- Office of Economic & Workforce Development (OEWD)
- Human Services Agency (HSA)
- Department of Public Health (DPH)
- Adult Probation Department (APD)
- Juvenile Probation Department (JPD)
- Mayor’s Office of Housing (MOH)

The Task Force’s Preliminary Recommendations are scheduled to be released in the next year, and will act as a base for ongoing youth workforce program planning and evaluation.

5.3.3. Youth Council

OEWD will continue to leverage the Youth’s Council position as a body to integrate a vision for serving youth. In addition to having representation from the bodies mentioned above, the Youth Council is comprised of leading nonprofit service providers and relevant governmental agencies, such as San Francisco Unified School District, City College of San Francisco, and the Department of Children, Youth, and Their Families. OEWD will build on this membership and expand to bring more employers into the discussion.

5.3.4. WISF

OEWD will continue to leverage the WISF and its members, mostly employers, representing a broad cross-section of economic sectors including those for which San Francisco has established sector academies as well leading financial institutions, energy firms, and media companies. Also represented on the WISF are labor unions, community-based organizations, economic development specialists, two members of the San Francisco Board of Supervisors, and representatives of both the San Francisco Unified School District and City College of San Francisco.

OEWD will work with the WISF and its subcommittees to explore implementing “earn and learn” evidence based models and practices both for youth and adults, an important strategy for identifying and solving workforce needs in key industries through multi-firm partnerships with education and community organizations. Both research and practice strongly argue that deepening the deliberate connectivity of work and learning will increase the success both of learners of all ages and employers. OEWD will explore work-based learning strategies that center on improving K-12 student success, as well as strategies that center on the learning needs of those already in the workforce.

5.4. Program Strategies

5.4.1. CTE Partnership

OEWD will continue to build upon its partnership with the San Francisco Unified School District’s (SFUSD) Career Technical Education programming and the eight high school academies in schools across San Francisco. Through its CityBuild Academy, OEWD collaborates with John O’Connell High School and its focus on construction trades. OEWD is also an active participant with SFUSD’s Hospitality, Tourism, and Culinary Arts academies, sharing training and employer engagement strategies at Ida B. Wells and

Balboa high schools. In addition, OEWD's Healthcare Academy is coordinating with Galileo High School's Healthcare Academy. OEWD will strengthen these partnerships, and will develop new partnerships with SFUSD high schools focused on ICT pathways.

5.4.2. Young Adult WorkLink

As noted in previous sections, the WISF is updating the traditional One Stop service delivery model to better meet the workforce needs of diverse neighborhoods, communities and employers. Through its Young Adult WorkLink framework, OEWD utilizes innovative and effective practice strategies for identifying and serving young adults.

Many young adults require more than workforce services to achieve economic stability. Some young adults in San Francisco require academic and skill building supports to become connected to the labor market, particularly to address barriers that may be related to involvement with the justice system, lack of a high school diploma or GED, or personal or family challenges. OEWD's approach is to prioritize linkages for young adults that help them build skills they need to achieve economic self-sufficiency.

OEWD will work with its host of community based organizations to act as WorkLinks to enhance San Francisco's workforce service delivery system for all young adults ages 18-24 by:

- Focusing on the special concerns of young adults and serving as a point of entry into the public workforce system;
- Developing structured programming for young adults within the WorkLinks Access Point that includes both leveraged educational and workforce preparation services;
- Creating bridge and comprehensive programs that enable young adults to gain basic and work readiness skills that prepare them for future career success; and,
- Increasing capacity within and coordination across all Access Points to ensure appropriate services are available to young people throughout the workforce development system.

Numerous efforts across San Francisco provide a range of integrated services to young adults to help them along the path to economic security. Through Young Adult WorkLink Access Points, OEWD will leverage these programs and support young adult-focused employment services within existing service models that already offer a variety of services to strengthen communities and support young adults in achieving economic stability and general well-being.

The Young Adult WorkLink Access Points will build on established services to focus on the special concerns of young adults and serve as a point of entry into the public workforce system. The WorkLink Access Points will:

- Host a dedicated Employment and Training Liaison;
- Leverage academic enrichment services for young adults who have insufficient credits to graduate high school, lack basic skills, or who wish to complete high school or a GED in addition to building work experience. Academic enrichment must lead to a formal connection with Five Keys Charter School or any other OEWD approved academic skills;
- Provide wrap-around support and related services to assist young adults address and overcome significant barriers to employment;

- Prepare and support young adults in building their foundation skills and proficiency in core workplace competencies, including work preparedness skills; and,
- Connect work ready jobseekers to employer(s)/employment opportunities and to approved vocational skills training providers/training opportunities.

Young Adult WorkLink sites will:

- 1) Ensure delivery of the following 10 WIA program elements through direct provision or guided referral:
 - a) Tutoring, study skills and education retention strategies
 - b) Alternative secondary school services
 - c) Summer employment opportunities that are directly linked to academic and occupational learning
 - d) Paid and unpaid work experiences, including internships and job shadowing
 - e) Occupational Skills training
 - f) Leadership development opportunities, community services and peer-centered activities
 - g) Supportive Services
 - h) Adult mentoring
 - i) Comprehensive guidance and counseling
 - j) Follow-up service
- 2) Target outreach to young adults Citywide.
- 3) Provide intake and initial assessment of participants, including eligibility for WIA-funded services. For clients not eligible or appropriate for WIA services, grantee will make referrals to other more appropriate services within the Access Point and/or to other providers in the workforce system.
- 4) For young adults eligible for WIA, perform WIA eligibility determination and pre-certification for eligible youth (this includes assisting youth in collecting documents and paperwork necessary for eligibility determination and WIA enrollment.)
- 5) Provide assessment and development of Individual Service Strategy (ISS), including measurement of basic math and reading.
- 6) Assist participants in making meaningful contributions to the program and to the community, which may include such activities as providing youth with access to volunteer opportunities, leadership development activities, cultural enrichment opportunities, or other activities.
- 7) Promote the development of positive relationships with caring adults who will assist the participant in meeting life, career, or educational goals. This should include strategies for developing strong relationships between program staff and participants. In addition, this may include (but is not limited to) such activities as parent/guardian engagement strategies and mentoring relationships.
- 8) Support the development of positive relationships with peer group members, which may include peer discussion groups, teambuilding exercises, or other activities.

- 9) Create a young adult-friendly facility, where services signage is clear and entrance is welcoming, clear and unblocked.
- 10) Offer evening and weekend hours.
- 11) Provide intensive professional development support to ensure Access Points staff have core youth workforce development competencies.
- 12) Implement a consistent procedure for greeting and orienting participants to services.
- 13) Implement a consistent procedure for ensuring participant encounters conclude with concrete action steps with timelines, including when participants should return to the Access Point for follow up services, if applicable.
- 14) Solicit participant feedback in a relevant manner and utilize feedback to improve services – suggestions for service improvement should be shared openly with participants.

5.4.2.i. Performance Measures

The WISF has set performance goals for the Young Adult WorkLink on the following measures:

Performance Measure	OEWD Performance Goal
Placement in Unsubsidized Employment, Training or Post-secondary Education	50%-75% of participants enrolled
Attainment of a Degree/Certificate (State/Industry recognized) prior to program completion	25-50% of participants enrolled
Literacy and Numeracy Gains (at least one (1) Educational Functional Level (EFL))	60% of participants who are basic skills deficient (skills below 8 th grade) who are placed in foundation skills training
Retention in Placement (3 months-12 months)	50% of all participants placed in unsubsidized employment

6.4.3. RAMP-SF

OEWD will continue to revamp and offer the RAMP-SF Program. In addition to acting as a Young Adult WorkLink, the RAMP program will offer the following:

- 1) Integrated and sector specific Job Readiness Training (JRT): RAMP-SF will expand its current 7-week job readiness training to a more rigorous 12-week Job Readiness Training. This training is a pre-requisite to the Transitional Employment/Work-based Learning Services described below. Training will include intensive JRT classes, mentorship, case management and job search skills training. The JRT will be designed to build academic and workplace skills, develop positive attitudes and behaviors, and provide positive teamwork experiences, as well as to develop appropriate supports that will allow a participant to transition to sustainable employment or education opportunities. Curricula will also implement a sector-focused curriculum in either retail or construction, based on industry requirements and the range of job readiness of the recruited job seekers. The retail sector focus will include customer service skills, cashiering, inventory control, warehousing, merchandising. The construction sector focus will include an introduction to the list trades. Other potential sectors include administrative/office skills.

- 2) Transitional Employment/Work-based Learning Services: Upon conclusion of the 12-week training, youth will be placed in transitional jobs, internships, or a skill-focused job training program while concurrently receiving ongoing job readiness training and wrap-around services to allow participants to seamlessly transition into the workplace and successfully complete their transitional job opportunity or training program. Job readiness training will reinforce the development of academic skills, specific workplace competencies and sector-specific occupational skills.
- 3) Safety-Net Case Management: RAMP-SF will offer “safety-net” case management and follow-up services to all RAMP enrollees who do not successfully complete the requirements of the training, except those separated for theft or violence. RAMP will provide JRT non-completers with needed support and connections to resources to address individual barriers to employment and/or to achieve program completion. These supports and connections should include but are not limited to behavioral/mental health services, housing services, substance abuse services, and health services. Through direct provision or subcontract, RAMP-SF providers will provide behavioral health and substance abuse counseling and prevention services for RAMP participants. Some JRT non-completers may be re-enrolled into a later RAMP JRT cohort; others may be connected directly to other employment and/or education opportunities without re-enrolling into the RAMP-JRT.
- 4) Placement into Unsubsidized Employment: RAMP-SF providers will be responsible for generating post-RAMP placements for RAMP completers and placing graduates into these opportunities. RAMP-SF will work closely with OEWD to leverage first-source local hiring agreements, On-the-Job Training opportunities, hiring tax credits, federal bonding program services, and other business service strategies. RAMP-SF providers will also outreach to employers to develop appropriate entry-level job opportunities with growth potential.

The program will utilize the following six strategies:

- 1) Comprehensive assessment: Assessments throughout program to determine educational, personal and social, and employability skills, which may include, but not be limited to, drug testing, as the inability to pass a drug test severely limits employment opportunities available after completion of RAMP.
- 2) Occupational skills training with high standards and expectations – including work-based learning experiences – that provides participants with the knowledge, skills and competencies necessary to obtain employment in targeted industries or occupations.
- 3) Work and readiness training that prepares participants for entry into and success in the labor market.
- 4) Academic instruction and other training that prepares participants to earn a secondary or post-secondary credential and incorporate appropriate instructional strategies to help students increase literacy and numeracy skills, as needed.
- 5) Coaching and supports as necessary to ensure successful engagement in programming, including challenging negative behaviors and supporting participants in acknowledging personal barriers to success

- 6) Placement services designed to help participants apply for and obtain post-program unsubsidized employment, including assistance in resume building, completing job applications, and preparing for job interviews.

5.4.3.i. Performance Measures

The WISF has set performance goals for the RAMP-SF Program on the following measures:

Performance Measure	OEWD Performance Goal
Placement in Unsubsidized Employment, Training or Post-secondary Education within 60 days of completion	90% of participants who complete RAMP JRT
Attainment of a Degree/Certificate (State/Industry recognized) prior to program completion	65% who complete RAMP JRT
Literacy and Numeracy Gains (at least one (1) Educational Functional Level (EFL))	60% of participants who are basic skills deficient (skills below 8 th grade) who are placed in foundation skills training
Retention in Placement (3 months-12 months)	75% all participants placed in unsubsidized employment
Interim Measure	Indicator
Completion of 12-week JRT	75% of participants who complete/graduate from the program

5.4.4. Sector Bridge

OEWD will continue to revamp and offer Sector Bridge Programs for youth that prepare participants with basic education and technical skills that are contextualized around a specific industry sector leading to an articulated path to postsecondary education/degree, further industry-recognized sector training (with certification) or unsubsidized sector-related employment. Bridge programs will serve as a feeder to postsecondary education and degree attainment and/or three of the Sector Access Points in Construction, Healthcare, or Information Technology. Successful models will blend post-secondary education enrollment and financial incentives with employment so that participants can build education credentials while learning skills and earning money.

Bridge Service Provider grantees will ensure the following:

- 1) Sector Bridge Planning and Collaboration
 - a) Develop research-based occupational programming that is closely aligned with the knowledge, skills and competencies necessary to obtain industry certification and success in the workplace.
 - b) Ensure occupational training is employer-driven, meets local and industry labor market needs and is connected to employment opportunities in a specific sector or related sectors.
 - c) Develop an Individual Service Strategy (ISS), including measurement of basic math and reading skills.
- 2) Sector Bridge Program Design, Coordination and Implementation
 - d) Develop and implement an Individual Service Strategy (ISS), including measurement of basic math and reading skills (pre and post training). ISS should also include transition services that provide youth with information and assistance they need to successfully navigate and succeed through next steps following completion of Sector Bridge Program.
 - e) Record and enter data on educational and employment outcomes, and retention.

- f) Implement innovative approaches to classroom-based facilitation to assist in preparing for participants for post-secondary education, enrollment in Sector Programs or placement into sector-related unsubsidized employment. Strategies include the following:
 - i) Implementation of non-conventional learning strategies.
 - ii) Innovative delivery methods such as accelerated learning, online learning and experiential learning.
 - iii) Incorporation of soft skills and aspects of career development such as career exploration, career goals and pathways and education planning.
 - iv) Contextual work-based learning that integrates basic language and math with exposure to Occupational studies.
 - v) Flexible programming to meet the needs of individual learning styles.
- g) Provide sector-specific paid internship or mentorship opportunities during or upon completion of training.
- h) Develop formal transition linkages, or articulated agreements, to higher education and/or advanced job training leading to a certificate/degree, including the City's Sector Programs.
- i) Contribute and participate in a TAY(Transition Age Youth) networking project to create more intentional connections and referrals for youth to other programs and resources.
- j) Quarterly follow-up to track outcomes and provide education/job retention services as needed.

5.4.4.i. Performance Measures

The WISF has set performance goals for Sector Bridge programs on the following measures:

Performance Measure	OEWD Performance Goal
Placement in Unsubsidized Employment	70-76% of all participants and 85% of participants that complete occupational training.
Placement in foundation skills training, advanced training or post-secondary Education	85% of participants enrolled
Attainment of a Degree/Certificate (State/Industry recognized) prior to program completion	65-85% of participants enrolled in advanced training or post-secondary education
Literacy and Numeracy Gains	55-65% of participants who are basic skills deficient (skills below 8 th grade) who are placed in foundation skills training
Retention in Placement(3 months-12 months)	75-85% of all participants placed in unsubsidized employment

6. Administration

6.1. System Alignment and Accountability

The San Francisco Workforce Investment Board (WISF) members play an integral role in overseeing and setting the direction for San Francisco's Workforce System. The WISF establishes policies for workforce development in San Francisco and influences the design of the delivery system. Further, the WISF contributes expertise from industry and articulates the current workforce trends and needs of the local labor market. Most importantly, the WISF provides leadership in developing a strong and vital partnership between businesses, education, community-based organizations, and city agencies.

The mission of the WISF is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase their collective capacity to address the supply and demand challenges confronting the workforce.

Specifically the WISF is responsible for:

- Establishing the direction of workforce development in support of San Francisco's vision for economic competitiveness;
- Creating strategic workforce connections between industry, business, labor, educational institutions, and community based organizations to serve the needs of workers and employers in the region;
- Providing job seekers with education and training needs to achieve self-sufficiency; and,
- Creating a framework to merge public and private resources and expertise to create an integrated workforce development and business service system.

The WISF and Youth Council are staffed by the Office of Economic and Workforce Development (OEWD), which is charged with coordinating and centralizing the youth and adult workforce systems in San Francisco. OEWD will provide staffing support for the quarterly meetings including taking minutes, scheduling of meetings, and ensuring compliance with regulations governing the WISF and Youth Council. The partnership with OEWD and the Mayor's Office ensures that the WISF provides city-wide leadership for workforce development, business attraction, and retention.

6.2. The Regional Training and Education Pipeline

OEWD confers with other workforce investment boards in the Silicon Valley region, including the NOVA Workforce Investment Board, San Mateo County Workforce Investment Board, and work2future - San Jose Workforce Investment Board to develop sector strategies and priorities, particularly for training and pipeline trends in ICT, healthcare, small business and construction.

OEWD also participates with San Francisco Unified School District and City College of San Francisco on the career technical education Advisory Boards for Health Care, Hospitality, Tech, and Construction to ensure linkages with the education and training pipeline.

6.3. Engaging Key Stakeholders

The Local Planning Process engaged key stakeholders primarily through the four sector subcommittees of the WISF. These committee sectors represent Construction, Health Care, Hospitality, and Information and Communications Technology (ICT) sectors, and include priority sector employers and representatives of organized labor. As part of the WISF's annual planning process, these subcommittees convened between November 2012 and May 2013 to address the needs of industry employers and job seekers. These committees have oversight of the CityBuild Academy, HealthCare Sector Academy, Hospitality Initiative, and TechSF Initiative by providing industry recommendations to the WISF, including program or policy changes that would improve workforce services for the targeting sector. On a programmatic level, the committees have reviewed industry employment projections, identified key skill requirements, evaluated and approved programmatic frameworks.

The Local Planning Process also engaged the Youth Council, WIA funded partners, community-based organizations, and WIA mandated partners through similar stakeholder forums where an outline of the

local plan was presented, in particular focusing on the Adult Strategies, Youth Strategies, and WIA Common Measures. For the mandated partners, the discussion also focused on the Memorandum of Understanding and Resource Sharing Agreement.

The Meeting Notes from each of these committees are included as an Attachment to the Local Plan. The chairperson for each of these committees reports on their meetings and goals to the full board of the WISF.

6.4. The WISF Public Comment Process

The WISF adheres to the following guidance from the San Francisco City Attorney's office on the right of the public to comment at meetings of a policy body, as it is laid out in the city's *Good Government Guide*:

- Agendas for regular meetings must provide an opportunity for general public comment and an opportunity for public comment on specific agenda items.
- There are two types of public comment – comment on agenda items, and comment on matters not on the agenda but within the subject matter jurisdiction of the policy body. This latter category is often called “general public comment.”
- The WISF must afford an opportunity for both types of public comment at regular meetings.
- At special meetings, the WISF must provide an opportunity for comment on agenda items, but need not provide an opportunity for general public comment.
- For comment on agenda items, the public has a right to speak before the WISF takes action on the item.
- With agenda items that are for discussion only, the public must be allowed to speak before or during the WISF's consideration of the item.
- The WISF must allow each member of the public to speak once on each agenda item for up to three minutes.
- If a member of the public has a disability that impairs the ability to speak, the WISF must extend that person's public comment time as necessary to reasonably accommodate the person. The WISF also may grant additional time to accommodate members of the public who require use of a translator.

The public comment process for the Local Plan opened on May 21, 2013 after receiving guidance from the State and engaging key stakeholders in the planning process. OEWD's public comment process allowed various stakeholders, including businesses and labor partners and the general public to provide input into the development of the plan prior to its submission. In addition to comment at public meetings, OEWD will post the draft on OEWD's website for 30 days starting on May 21, 2013, and will inform stakeholders and the public of the open comment period.

Prior to submitting the plan to the Governor, significant comments received will be brought to the WISF for discussion and any action at its meeting on June 26, 2013. Any comments that express disagreement with the plan will be submitted to the Governor along with the plan.

On a regular basis, information about the plan and updates to the plan will be made available to the public through open meetings.

6.5. Disbursement of Grant Funds

OEWD is responsible for the disbursement of all funds, including Workforce Investment Act funds, under this plan. OEWD procures services from community based organizations and other eligible parties utilizing competitive Request for Proposal (RFP) and Request for Qualification (RFQ) documents. Each solicitation document issued by OEWD clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions and the process they must follow to protest a funding determination.

All RFP/RFQs are advertised extensively through local news outlets, through direct outreach mail and email lists, and through the department's website to ensure that the maximum numbers of potential applicants are reached. For large RFP solicitations, it is the department's practice to hold a public technical assistance conference to clarify programming, submission requirements and answer questions concerning the solicitation from potential bidders.

Information provided at the conference is also publicly posted to ensure that all interested parties have access to the documents and guidance provided. Regardless of the size or type of the solicitation, OEWD's practice is to allow interested parties to submit questions during a specific time period set forth in the RFP/RFQ document. The department subsequently posts all questions, answers, and additional guidance as noted above quickly to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid all potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP/RFQ and funding recommendations are presented to the WISF for discussion and confirmation where required.

6.6. San Francisco's One-Stop System

San Francisco's One Stop system is made up of Access Points with one Comprehensive Access Point (CAP) that serves as a centralized entry point/resource for all workforce system services. Services offered through the CAP are organized along four program components, to provide enhanced coordination and support for job search and placement, assessment and education, job readiness and business services activities. The CAP works with all mandated WIA partners to implement and manage WIA Title I services. The CAP also works with other partners needed to implement and manage services offered through the CAP and through other Access Points.

In addition to the Comprehensive Access Point the WISF has NeighborhoodWorks Access Points that supports the delivery of neighborhood-based employment services in program models that already offer a variety of services that strengthen communities and support residents in achieving economic stability and general well-being. The NeighborhoodWorks Access Points will host a dedicated Employment and Training Liaison; provide wrap-around support and related services to assist jobseekers address and overcome significant barriers to employment; prepare and support low-income residents in building their foundation skills and proficiency in core workplace competencies, including work preparedness

skills; connect work ready jobseekers to employer(s)/employment opportunities and to approved vocational skills training providers or training opportunities.

A list of One Stop locations is included with the Local Plan. This list will be updated with the additional Neighborhood Works Access Points referenced in the Local Plan once they come online in PY 2013-14.

6.7. San Francisco's Designation and Certification of One-Stop Operators

The WISF oversees the workforce system, sets workforce policy and directives, and provides a forum for business, labor, training partners and community-based organizations to identify and develop solutions to meet the local workforce needs. The WISF, with agreement of the San Francisco Board of Supervisors, designated the Office of Economic and Workforce Development as the administrator of the One Stop System and directs OEWD to implement workforce policies and procedures. Through the procurement process described above, OEWD selects and contracts with service providers to deliver One-Stop services and programs through the Access Points, in collaboration with the One Stop Mandated Partners that have signed the MOU. San Francisco's LWIB is not an incorporated entity, does not directly provide workforce services, or act as the One Stop Operator.

6.8. One Stop Services

The One Stops (Access Points) are required to provide the following services:

1) Universal Services

- a) Provide universal service to anyone coming into the access point for services and ensure such provision through direct staffing or arrangements with other provider organizations;
- b) Provide greeters/reception services by direct staffing or arrangements with partnering organizations;
- c) Ensure the access point addresses and serves the diverse cultural and language needs of customers;
- d) Ensure that services provided are readily accessible to individuals, including those with disabilities;
- e) Administer customer surveys to address continuous improvement
- f) Provision of Performance Information and Program Cost Information. Provide information on eligible providers of training services as per the WIA; provide information on how the local area is performing on local performance measures and any additional performance information with respect to the Workforce delivery system in the local area.
- g) Provision of Job Seeker Learning Events: The Grantee shall promote and make available learning events to the universal population. Lectures and presentations from local businesses and community organizations should be incorporated in these learning events. Learning events should be provided at least once a week in the CAP center, including offering them at a variety of times (i.e., evenings) to accommodate the customers' work schedules.
- h) Ensure that anyone entering the CAP seeking employment and or education/training services completes the locally adopted swipe card application on their first visit to the CAP.
- i) Case tracking: All customers complete an application for a swipe card. This application essentially opens a "Case" electronically in the system. Those customers who are not deemed appropriate for enrollment in WIA services will self-identify activities they engage in while at the Access Point each time they visit and will be tracked in the case management system. For those

customers who are identified as potentially WIA eligible, the contractor will ensure that their file is assigned to a case manager by coordinating with the direct services operator and ensuring that identified customers attend a WIA-specific workshop. Electronic case files for those individuals deemed appropriate for WIA registration will then be assigned to security access level of the case management system, accessible only by the case manager staff.

- j) Co-enrollment: Work in collaboration with the OEWD staff to implement appropriate co-enrollment policies between:
 - i) WIA funded programs and non-WIA funded programs, and
 - ii) WIA adult programs and/or WIA youth programs.

2) Core B Services

Core B services are generally provided to individuals who have not secured or obtained employment through Universal Services and need additional individual assistance. Job seeker customers must be WIA eligible and registration must be completed prior to providing any Core B services. Core B services provided must be documented and retained in the participant's case file. Assisted Core services may be provided by non-WIA sources. Core B (Assisted Core) Services include:

- a) Staff assisted individual job development.
- b) Staff assisted Job clubs.
- c) Follow-up services for registered participants (those previously receiving Assisted Core/ Intensive/ Training services) in workforce investment activities authorized under WIA who are placed in unsubsidized employment. These services should be provided for not less than 12 months after the first day of unsubsidized employment, as appropriate.

3) Intensive Services

Intensive Services are comprehensive, in-depth and individualized. These services are those that enable customers to obtain and retain employment and receive career advancement services necessary for them to reach self-sufficiency. Intensive Services should be based on the identification of barriers to employment and a determination and attachment to specific services needed. This list of Intensive Services is not all-inclusive and other services such as literacy training, out-of area job search assistance, and relocation assistance may be provided based on needs of the individual job seeker. Intensive Services include

- a) Develop IEP/ISS that specify an employment goal, objectives, and an appropriate mix and sequence of services that are based on each client's completed assessments using the JTA (MIS) system or OEWD's Workforce Central data system, and the regionally adopted electronic case management system.
- b) Case Maintenance and Documentation for every customer that has received assisted core services fully utilizing the regionally adopted data tracking system augmented by hard copy file as appropriate. At a minimum, the case file shall include information on and documentation of all required WIA and OEWD forms. These files are the property of the OEWD and must be turned over to OEWD upon request or at the end of the contract. Grantee(s) will enter data into OEWD's Workforce Central data system.
- c) Offering group counseling and coaching
- d) Counseling individuals and assisting each with career planning.

- e) Providing short-term prevocational services, including, but not limited to, development of learning skills, communication skills, interviewing skills, and professional conduct to prepare individuals for a job or training.
- f) Providing follow-up services for 12 months to those registered in WIA and placed into unsubsidized employment.

4) Placement Assistance

A key responsibility of the CAP is to prepare jobseekers for an effective job search, and to make the greatest number of appropriate employment opportunities available to jobseekers. CAP center staff must have the ability to market their customers to local employers, as well as develop and maintain relationships with local employers whom the CAP may share a cultural or community connection.

CAP activities and services include:

- a) Informing the Business Services Strategy: Communicating the specifics of the CAP center's labor pool and the employment needs of the customers through regularly scheduled meetings with Citywide Business Services Coordinator, Sector Access Points and Neighborhood Access Points, as well as regularly scheduled conference calls.
- b) "Most Placeable Client" Roster: Managing a roster of referral-ready candidates who can quickly be contacted when appropriate employment opportunities become available through their contacts with local employers or the Citywide Business Services team.
- c) Referral to Business Services staff: Matching the most appropriate CAP center clients to positions available is the most important function of Placement Assistance staff. For the CAP to become a valued tool for employers, appropriate clients (or client resumes) MUST be submitted in a timely way by Placement Assistance staff to Business Services staff and/or employers. Employers who are not sent appropriate clients will typically not come back to the CAP for assistance. Therefore, reasonable expectations for Placement Staff response time to job orders will be agreed upon and tracked by the CAP
- d) Performance Management: CAP Employment and Placement Assistance will be actively measured in a number of ways, including but not limited to the number of workshops given, the number of clients (WIA and Universal) sent on interviews, and the number of clients (WIA and Universal) placed into verified employment. Additional tracking will include, but is not limited to, customer service, responsiveness to broadcasted job orders, participation in career fairs and tracking and reporting placements by industry sector and job title.

5) Follow-up (Job and Education Retention)

- a) Follow-up services, if needed, for 12 months to those registered in WIA and placed into unsubsidized employment.
- b) An analysis of client services prior to placement that will allow OEWD to identify services that are provided well and those services that may not be as effective, thereby enabling necessary service redesign.
- c) Follow-up with employers and participants on a regular basis to determine if the participant is still on the job and/or still in school.
- d) Reemployment services to address the above list of potential issues if necessary.
- e) Coordinate with the core and intensive service providers to address reasons for job loss and implement appropriate solutions to secure re-employment. They can also employ such

strategies as referring customers to training services if determined to be appropriate and necessary, and providing additional job search and job placement assistance in re-placing the individual in unsubsidized employment.

- f) The Comprehensive Access Point partners will have responsibility for meeting the WIA Adult and Dislocated Worker Retention and Wage Increase Common Measures for San Francisco.

6) Business Services

- a) Candidate screening and referral: Business Services staff connect businesses to a large pool of qualified candidates that have been recruited, trained and prescreened for the skills and job duties that are required.
- b) HireSF: Employers can utilize our employer web portal HireSF.org to directly post job opportunities and recruit job seekers.
- c) Tax Credit & Bonding programs: Educating employers on numerous federal, state and local hiring tax credits, and managing staffing risks through the use of free employee bonding programs.
- d) On the Job Training: Business Services staff members work with employers to identify candidates that are eligible for On the Job training.
- e) Employment Training Panel Funds and Customized Training: Business Services Specialists assist employers with designing training for existing staff members, facilitate search services for third party training providers, and connect employers with funds to offset many costs.
- f) Downsizing and Layoff Aversion and Outplacement Services: In the event of a layoff, outplacement services are provided through Rapid Response and Job Transition Assistance Services, helping affected employees to quickly connect with Unemployment Insurance, COBRA, and One Stop services such as job counseling, training opportunities, and job placement assistance. Quickly utilizing Rapid Response services helps ensure companies are compliant with state and Federal WARN Act requirements and also aids employees in quickly transitioning to new employment, minimizing the length of their unemployment insurance claims.

6.9. Accessibility of Services

Numerous neighborhood efforts provide a range of integrated services to low-income individuals and families to help them along the path to economic security. The WISF supports neighborhood-based employment services within existing program models that already offer a variety of services to strengthen communities and support residents in achieving economic stability and general well-being.

A key component of the Adult Strategies described in Section 4 is the implementation of the NeighborhoodWorks Access Points that will build on established neighborhood-focused programs and services to serve as a point of entry into the public workforce system. OEWD will work with the NeighborhoodWorks Access Points to:

- Identify job seekers from the categories listed above;
- Develop strategies to recruit these populations into relevant education and training programs; and,
- Place job seekers in career pathways in priority sectors.

In addition, the WISF is supporting several initiatives that provide specialized services to some of the target populations listed above, including:

- Job Transition Assistance Services for dislocated workers
- NeighborhoodWorks Access Point for Veterans
- Disability Employment Initiative, coordinating resources for adults with disabilities
- TransitionsSF transitional job program for Non-custodial Parents
- Re-entry Navigator for job seekers with criminal justice histories and records

The WISF provides a Technical Assistance Guide (TAG) to OEWD service providers regarding the determination of applicant eligibility to participate in the Workforce Investment Act's (WIA) Title I-B adult, dislocated worker, and youth programs. The TAG is based on DOL guidance letters (TEGL) and state directives (EDD) regarding services provided by the One Stop system to the public.

Locally developed procedures and criteria are designed to provide employment and training opportunities to those who can benefit from, and who are most in need of, such opportunities [WIA Section 195]. The appropriate mix and duration of services should be based on each participant's unique needs and the results of their assessment and Individual Employment Plan or Individual Service Strategy. Participants may receive the three levels of service concurrently and the determination that an individual needs intensive and/or training services can be made without regard to how long the individual has been receiving core or intensive services. Neither is it necessary for all individuals to receive staff-assisted core services before receiving intensive services. In addition, job search is not the only core service that satisfies the federal requirement that an individual must receive at least one core service before receiving intensive services. Such decisions are based on each participant's employment and training needs.

OEWD also provides guidance to assist access points in fulfilling their responsibilities to provide meaningful access to Limited English Proficient (LEP) persons under existing law.

6.10. The WISF and Small Businesses

While San Francisco is home to many large, established and highly visible companies, more than 95% of all businesses in the City are small businesses. The WISF is staffed by OEWD, which also includes the Office of Small Business (OSB). Directed by the Small Business Commission in partnership with the Office of Economic and Workforce Development, the OSB is the City's one-stop shop for all issues related to owning and operating a small business in San Francisco.

Directed by the Small Business Commission, the OSB and its Small Business Assistance Center (SBAC) function as the City's central point of information and referral for entrepreneurs and small businesses located in the City and County of San Francisco. By championing "business-friendly" policies, marketing the contributions of the small business sector, and developing appropriate assistance programs, the WISF, Small Business Commission, and OSB work to support and enhance an environment where small businesses can succeed and flourish. The WISF provides information to Small Businesses on hiring tax credits, bonding programs, on-the-job training opportunities, incumbent worker training opportunities, staffing services, and other Business Services.

6.11. Training in Priority Sectors

Through the four industry sector subcommittees described previously, as well as through ongoing real-time labor market intelligence gathering from its business customers, OEWD will conduct annual employer needs assessments for each sector to determine skill gaps in the available labor force, training and educational barriers that hinder job creation in the regional economy, and specific occupations within the priority sectors that will likely contribute to job growth. The WISF currently prioritizes Construction, Health Care, Hospitality and Information and Communications Technology, and has made significant investments in training of individuals in those sectors. The results of ongoing needs assessments will continue to inform the future investments made by the WISF to support training of individuals in priority sectors.

6.12. Resource Leveraging

The WISF currently leverages and braids other resources including Community Development Block Grant, San Francisco General Funds, funding from other City Departments such as the San Francisco International Airport, the Municipal Transportation Agency, and the Public Utilities Commission to support OJT and customized training.

The WISF leverages educational resources from its partnerships with City College of San Francisco, San Francisco State University to also support customized occupational skills training in the priority industries: Construction, Health Care, Hospitality and Information and Communications Technology.

Additionally, the WISF will continue to identify and pursue other funding opportunities to address specific sector-related employment and training needs.

6.13. The Continuous Improvement of Training Providers

Program monitoring is a useful means of ensuring that the provider has a solid understanding of OEWD funded programs' system and process requirements, customer service flow, and all points of compliance. To ensure that providers are on track to meet contractual goals set forth for the program year, OEWD requires that providers ensure that all performance data is entered into data collection systems by the 10th of each month for the preceding month and submit quarterly and mid-year narrative reports .

The Data Collection and Narrative Report is both a quantitative and qualitative form. The quantitative section provides year to date information on numerical goals agreed to for the program year, such as enrollment and placement. The qualitative section, or narrative, provides an opportunity for the provider to record other program information that is not necessarily quantifiable. Grantees that are showing less than 80% of any projected quarterly goal receive a corrective action notification from OEWD, and are required to submit to OEWD a letter of explanation and a corrective action plan to ensure goals will be met by the end of the program year.

In order to ensure that the trainings offered on the ETPL are relevant and demand-driven, the WISF convenes employer roundtables and sector subcommittees to ensure that employers are able to provide direct input on program models, training curriculum, and career pathways.

6.14. Serving UI Claimants and TAA Service Recipients

The WISF will continue to partner with the local office of the California Employment Development Department to ensure Unemployment Insurance (UI) claimants and Transitional Adjustment Assistance (TAA) service recipients are aware of and are accessing the services provided by the Access Points of the local One Stop System. Wagner-Peyser services are provided through the Comprehensive Access Point (One Stop delivery system). EDD and OEWD staff collaborate on an ongoing basis on WIA core services, Rapid Response services, and assistance to employers who are hiring. These services, roles and responsibilities, referral processes, and resource sharing are outlined in the Memorandum of Understanding.

6.15. Preparing Workers for Green Jobs

The "Green Sector" is a cluster of industries that support local green jobs development, including:

- Green Construction
- Landscaping/Gardening
- Solar Energy Technology
- Urban Forestry

TrainGreenSF is a network of employment and training programs coordinated by OEWD that are responsive to the workforce development needs of these industries. OEWD supports ongoing research and development for programs, services, and strategies that can support the emerging labor market demand for skilled and sustainable green jobs and careers. OEWD partners with the San Francisco Department of Environment to inform staff on green workforce and training needs. In addition, OEWD partners with the SF Public Utilities Commission on Go Solar, providing On-the-Job training to participants in local solar companies.

OEWD will also collaborate with the other counties in the region, including San Mateo, Marin, and Alameda, which have been champions in creating opportunities for workers in green jobs and have received funding for further training in the green industry.

6.16. Apprenticeship Program and Job Corps Integration

OEWD has fully integrated the Carpenters Union pre-apprenticeship curricula into the CityBuild Academy and works closely with the Laborer's Union—the lead instructor is staff from the Laborer's apprenticeship program—to ensure that CityBuild Academy students receive valid, DIR-DAS approved curriculum. Additionally, CityBuild Academy has worked closely with the Plasterer and Iron Workers apprenticeship programs on specialty training programs, which are also DIR-DAS approved.

The WISF will make efforts to work with Job Corps and coordinate regionally with the San Francisco Job Corps center on Treasure Island. In addition, WIA Youth activities will be coordinated with the San Francisco Job Corps center.

6.17. WISF Bylaws

A copy of the WISF's bylaws is included as an attachment to the Local Plan.

6.18. Local Plan Updates

The WISF will update its plan annually or as required by EDD. The WISF subcommittees will review progress on the plan relevant to their sector or strategy, and examine updated data and research at their regular meetings. The WISF regularly reviews performance reports that track key metrics about the results from its programs and initiatives. The committees will bring mid-year and annual performance reports and recommendations to the WISF on any new directions, investments, or strategies that should be incorporated into the next update of the local plan.

Through customer surveys and other written feedback procedures administered by OEWD and its One Stop system partners and Business Services Coordinator, the WISF will receive feedback from its job seeker and business customers that includes recommendations for improving services and customer satisfaction. As part of its annual Program Monitoring, OEWD representatives will complete participant interviews and will complete a Participant Questionnaire for each person interviewed. General results of the interviews will be shared with providers in an effort to alert them to things they are doing well so that may continue and expand their efforts in these areas, and to alert them to areas that may need some improvement or change.

OEWD will continue to complete its quarterly workforce dashboard, a management and measurement tool that enables OEWD to articulate its vision and strategy into ongoing actions. The quarterly dashboard is a visual representation of OEWD's work and includes a summary of external factors (e.g. labor market trends, economic indicators), key performance indicators that measure progress toward goals/targets, and critical success factors/ actions that need to be in place to achieve these strategies. This dashboard is shared with all OEWD staff and Senior Managers at the City and County of San Francisco.

OEWD, in close collaboration with the Mayor's office, is working on developing an annual Workforce Development Performance Scorecard that quantifies the work of various city agencies providing workforce development programs and services to employers, jobseekers, workers and students in San Francisco. Based on a template by the City of New York, the Scorecard will include descriptions of the objectives and responsibilities of each City agency/department as well as program performance data. Like New York, several City agencies/departments deliver direct services, while others play coordinating, agenda-setting and program development roles. Accordingly, the different agency/department sections vary in focus and content. The Scorecard will measure performance through a common set of indicators intended to reflect the diverse work of each component, while also providing a sense of the capacity and performance of the system as a whole.

OEWD publishes a quarterly electronic newsletter, *Window into Workforce*, to provide the public with updated workforce news, program information, success stories, labor market information and other resources for job seekers, employers, and service providers.

6.19. Integrated Service Delivery

The WISF did not implement Integrated Service Delivery in 2008-2009.

7. Memorandum of Understanding

A copy of the Memorandum of Understanding is included as an attachment to the Local Plan.

8. Local WIA Common Measure Performance Goals

[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL (Proposed)	LWIA GOAL
Adult		
Entered Employment	59.0%	72.0%
Employment Retention	81.0%	80.0%
Average Six-Months Earnings	\$13,700	\$12,500
Dislocated Worker		
Entered Employment	64.5%	75.0%
Employment Retention	84.0%	88.0%
Average Six-Months Earnings	\$18,543	\$16,500
Youth		
Placement in Employment or Education	72.0%	47.0%
Attainment of a Degree or Certificate	60.0%	40.0%
Literacy and Numeracy	54.0%	35.0%

NOTES:

ⁱ Information and Professional, Scientific, and Technical Services is combined into the Information & Communications Technology sector to better reflect the reality of the ICT sector.

ⁱⁱ The figures cited throughout the industry analysis represent all jobs in the industry, not without. Workers may be employed in a different sector in occupations traditionally associated with a different industry, such as cooks working in an IT firm or and facilities maintenance in healthcare.